



**United Nations**

# **Programme budget for 2022**

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## **Programme budget for 2022**



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*Note*

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



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## Chapter I

### Introduction

1. The programme plans of the United Nations for 2022 were approved by the General Assembly in its resolution [76/236](#), following its consideration of the reports of the Secretary-General on the proposed programme budget for 2022: part II, proposed programme plan for 2022 and programme performance for 2020,<sup>1</sup> and the report of the Committee for Programme and Coordination on the work of its sixty-first session.<sup>2</sup>

2. Chapter II of the present document contains the programme plans for each of the 28 programmes under the regular budget, as approved by the General Assembly in resolution [76/236](#).

<sup>1</sup> A/76/6 (Sect. 2), A/76/6 (Sect. 3), A/76/6 (Sect. 3)/Corr.1, A/76/6 (Sect. 4), A/76/6 (Sect. 5), A/76/6 (Sect. 6), A/76/6 (Sect. 8), A/76/6 (Sect. 9), A/76/6 (Sect. 10), A/76/6 (Sect. 11), A/76/6 (Sect. 12), A/76/6 (Sect. 13), A/76/6 (Sect. 14), A/76/6 (Sect. 15), A/76/6 (Sect. 16), A/76/6 (Sect. 17), A/76/6 (Sect. 17)/Corr.1, A/76/6 (Sect. 18), A/76/6 (Sect. 19), A/76/6 (Sect. 20), A/76/6 (Sect. 21), A/76/6 (Sect. 22), A/76/6 (Sect. 24), A/76/6 (Sect. 25), A/76/6 (Sect. 26), A/76/6 (Sect. 27), A/76/6 (Sect. 27)/Corr.1, A/76/6 (Sect. 28), A/76/6 (Sect. 29A), A/76/6 (Sect. 29A)/Corr.1, A/76/6 (Sect. 29B), A/76/6 (Sect. 29C), A/76/6 (Sect. 29E), A/76/6 (Sect. 29F), A/76/6 (Sect. 29G), A/76/6 (Sect. 30), A/76/6 (Sect. 30)/Corr.1, A/76/6 (Sect. 31) and A/76/6 (Sect. 34).

<sup>2</sup> *Official Records of the General Assembly, Seventy-sixth Session, Supplement No. 16 (A/76/16).*

## Chapter II

### Programme plans for 2022

#### Programme 1

#### General Assembly and Economic and Social Council affairs and conference management

##### Legislative mandates

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

##### *General Assembly resolutions*

<a href="#">43/222</a> A–E; <a href="#">75/244</a>	Pattern of conferences	<a href="#">74/303</a>	Revitalization of the work of the General Assembly
<a href="#">50/11</a> ; <a href="#">73/346</a>	Multilingualism		

### Programme of work

#### Subprogramme 1

#### General Assembly and Economic and Social Council affairs

##### Objective

1.2 The objective, to which this subprogramme contributes, is to ensure efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences.

##### Deliverables

1.3 Table 1.1 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 1.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>166</b>	<b>122</b>	<b>255</b>	<b>263</b>
1. Documents of the General Assembly and its subsidiary bodies	106	82	175	175
2. Documents of the Economic and Social Council and its subsidiary bodies	56	40	75	75
3. Documents of United Nations conferences	4	—	4	12
4. Documents of the Trusteeship Council	—	—	1	1
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>926</b>	<b>408</b>	<b>868</b>	<b>905</b>
5. Meetings of the plenary of the General Assembly, the General Committee and the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly	324	222	300	300
6. United Nations conferences	20	4	15	33

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
7. Meetings of the First Committee	35	18	33	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	35	12	30	30
9. Meetings of the Second Committee	30	29	32	32
10. Meetings of the Third Committee	60	46	58	58
11. Meetings of other subsidiary bodies of the General Assembly	160	–	155	175
12. Meetings of the Economic and Social Council	75	32	60	60
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	20	16	20	20
14. Economic and Social Council forum on financing for development follow-up	10	6	10	10
15. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	–	4	4
16. Meetings of subsidiary bodies of the Economic and Social Council	153	23	150	150
17. Plenary meeting of the Trusteeship Council	–	–	1	–
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
18. Delegate's Handbook	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>8</b>	<b>8</b>	–	–
19. Induction materials and briefings for incoming bureaux of intergovernmental bodies	8	8	–	–
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> updating and maintenance of online portals, including e-deleGATE, servicing some 35 intergovernmental bodies.				

## Conference management, New York

### Subprogramme 2

#### Planning and coordination of conference services

#### Objective

1.4 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations.

#### Deliverables

1.5 Table 1.2 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 1.2

**New York, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>11</b>	<b>12</b>	<b>11</b>
1. Report of the Committee on Conferences	1	1	1	1
2. Report of the Secretary-General on the pattern of conferences	1	1	1	1
3. Note by the Secretariat on the calendar of conferences and meetings	2	2	2	2
4. Documents for the Committee on Conferences	6	6	7	6
5. Revitalization of the work of the General Assembly: status of documentation for the General Assembly	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>3</b>	<b>11</b>	<b>11</b>
6. Meetings of the Committee on Conferences	11	3	11	11
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>13 300</b>	<b>4 076</b>	<b>12 700</b>	<b>12 700</b>
7. Meetings of the Security Council and its sanctions committees and subsidiary working groups	830	515	750	750
8. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 355	1 700	3 200	3 200
9. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	775	333	750	750
10. Meetings of the permanent and observer missions to the United Nations	3 530	267	3 130	3 130
11. Other meetings	4 810	1 261	4 870	4 870
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>251</b>	<b>251</b>	<b>251</b>	<b>251</b>
12. <i>Journal of the United Nations</i>	251	251	251	251
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultations with 5 Bureau members on issues related to the Committee on Conferences, including membership and the composition of the Bureau, the programme of the substantive session and requests for intersessional departures; and Bureau meetings and briefing for the 21 members of the Committee on Conferences.				
<b>Databases and substantive digital materials:</b> One-Stop Shop platform for Member States to request meetings and conference services; and calendar of conferences and meetings website, which will be made available in all six official languages and accessible from mobile devices.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> website of the <i>Journal of the United Nations</i> (daily <i>Journal</i> provided for 251 working days).				

### Subprogramme 3

#### Documentation services

#### Objective

1.6 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences.

## Deliverables

1.7 Table 1.3 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 1.3

### New York, subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>340</b>	<b>169</b>	<b>340</b>	<b>223</b>
1. Summary records of meetings of the Security Council	20	10	20	18
2. Summary records of meetings of the General Assembly	210	146	210	150
3. Summary records of meetings of the Economic and Social Council	50	5	50	35
4. Summary records of other meetings	60	8	60	20
<b>Documentation services for meetings</b> (thousands of words)	<b>136 800</b>	<b>119 420</b>	<b>136 800</b>	<b>133 775</b>
5. Editing, translation and desktop publishing of documents for the Security Council	27 000	66 400	25 000	22 728
6. Editing, translation and desktop publishing of documents for the General Assembly	84 200	18 900	88 200	90 440
7. Editing, translation and desktop publishing of documents for the Economic and Social Council	21 400	19 340	20 400	18 557
8. Editing, translation and desktop publishing of other documents	4 200	14 780	663 200	2 050
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> update and maintenance of UNTERM, which comprises about 400,000 records.				
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> documentation services for about 36 clients (editing, translation and desktop publishing of more than 14 million words of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with all Member States.				

## Subprogramme 4 Meetings and publishing services

### Objective

1.8 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings.

### Deliverables

1.9 Table 1.4 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 1.4

**New York, subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2 700</b>	<b>1 995</b>	<b>2 580</b>	<b>2 580</b>
1. Verbatim records of the General Assembly	690	384	700	700
2. Verbatim records of the Security Council	1 730	516	1 600	1 600
3. Verbatim records of the First Committee	200	90	200	200
4. Verbatim records of the Disarmament Commission	36	12	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	—	6	6
6. Verbatim records of the Military Staff Committee	26	9	26	26
7. Verbatim records of the special sessions of the General Assembly	6	24	6	6
8. Verbatim records of the Trusteeship Council	6	—	6	6
9. Letter(s) from the President of the Security Council addressed to the Secretary-General and the Permanent Representatives of the members of the Security Council	—	960	—	—
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>13 300</b>	<b>4 076</b>	<b>12 700</b>	<b>12 700</b>
<b>Meetings with interpretation for:</b>	<b>2 985</b>	<b>979</b>	<b>2 850</b>	<b>2 850</b>
10. The Security Council and its sanctions committees and subsidiary working groups	690	247	650	650
11. The General Assembly and its Main Committees and subsidiary bodies	1 490	498	1 400	1 400
12. The Economic and Social Council and its subsidiary bodies and functional commissions	300	68	300	300
13. Permanent and observer missions to the United Nations	30	6	30	30
14. Other beneficiaries	475	160	470	470
<b>Meetings without interpretation for:</b>	<b>10 315</b>	<b>3 097</b>	<b>9 850</b>	<b>9 850</b>
15. The Security Council and its sanctions committees and subsidiary working groups	140	268	100	100
16. The General Assembly and its Main Committees and subsidiary bodies	1 865	1 202	1 800	1 800
17. The Economic and Social Council and its subsidiary bodies and functional commissions	475	265	450	450
18. Permanent and observer missions to the United Nations	3 500	261	3 100	3 100
19. Other beneficiaries	4 335	1 101	4 400	4 400
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> production, editing and proofreading of publications, official records (approximately 2,600 verbatim records per year) and other materials in all official languages for both hard copy and digital distribution; printing, binding and distribution of a projected number of 20,000 parliamentary documents, 150 projected publications and other materials in hard copy; and distribution of such materials in digital format.				



## Conference management, Geneva

### Subprogramme 2

#### Planning and coordination of conference services

#### Objective

1.10 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies serviced by the United Nations Office at Geneva.

#### Deliverables

1.11 Table 1.5 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 1.5

**Geneva, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>11 900</b>	<b>4 274</b>	<b>11 900</b>	<b>12 200</b>
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 780	1 742	3 700	3 750
2. Meetings of intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	1 874	4	2 000	2000
3. Meetings of intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	1 923	877	1 900	1 950
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	744	286	700	700
5. Other meetings	3 579	1 365	3 600	3 600
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>304</b>	<b>300</b>	<b>304</b>	<b>304</b>
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
7. Daily “master final” programme of meetings of intergovernmental bodies	251	248	251	251
8. Weekly programme of meetings of intergovernmental bodies	52	51	52	52
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> informational session for 70 permanent missions.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> language-day celebrations for the six official languages, the International Day of Sign Languages and International Mother Language Day.				
<b>External and media relations:</b> press conferences and public briefings.				

## Subprogramme 3 Documentation services

### Objective

1.12 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations serviced by the subprogramme.

### Deliverables

1.13 Table 1.6 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 1.6  
Geneva, subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>550</b>	<b>177</b>	<b>550</b>	<b>550</b>
1. Summary records of meetings of intergovernmental and expert bodies on human rights	490	167	490	490
2. Summary records of meetings of intergovernmental and expert bodies on legal affairs	35	—	35	35
3. Summary records of other meetings	25	10	25	25
<b>Documentation services for meetings</b> (thousands of words)	<b>72 500</b>	<b>69 594</b>	<b>77 000</b>	<b>73 000</b>
4. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	41 605	43 364	46 100	42 250
5. Translation and desktop publishing of documents for intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	15 966	14 831	16 000	16 000
6. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 842	1 132	4 800	4 850
7. Translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 494	4 749	3 500	3 500
8. Translation and desktop publishing of documents for intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Conference of the Parties to the United Nations Convention to Combat Desertification	2 346	1 158	2 300	2 400
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 247	4 360	4 300	4 000
<b>C. Substantive deliverables</b>				

**Databases and substantive digital materials:** update and maintenance of UNTERM, with approximately 1,000 new records to be created in UNTERM by the United Nations Office at Geneva for approximately 1,100 users with accounts designated by the Office.

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> documentation services (editing, translation and desktop publishing) of about 300 non-parliamentary documents provided to 13 client departments; production editing and proofreading of mandated publications for the International Law Commission; guidelines for disability-inclusive language.				

## Subprogramme 4 Meetings and publishing services

### Objective

1.14 The objective, to which this subprogramme contributes, is to ensure efficient, effective, multilingual and accessible deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office at Geneva and other locations.

### Deliverables

1.15 Table 1.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.7

#### Geneva, subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>3 200</b>	<b>1 257</b>	<b>3 200</b>	<b>3 200</b>
<b>Meetings with interpretation for:</b>				
1. Intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 525	689	1 530	1 530
2. Intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	54	—	50	50
3. Intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	859	327	860	860
4. Intergovernmental and expert bodies on disarmament	237	92	240	240
5. Other meetings	525	149	520	520
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> design and layout of publications, multimedia products, web pages, outreach materials and other products in all official languages, formatted for both hard-copy and digital distribution to over 50 client entities based in Geneva and upon request for entities outside of the Geneva client group as part of workload-sharing.				

## Conference management, Vienna

### Subprogramme 2

#### Planning and coordination of conference services

#### Objective

1.16 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies of the United Nations and other Vienna-based international organizations.

#### Deliverables

1.17 Table 1.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.8

#### Vienna, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>5 290</b>	<b>3 042</b>	<b>5 400</b>	<b>5 500</b>
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime and the ad hoc committee of the General Assembly to elaborate an international convention on the misuse of information technologies, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	3 000	1 217	3 000	2 800
2. Meetings of the International Narcotics Control Board	80	132	110	110
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	600	240	560	560
4. Meetings of the United Nations Commission on International Trade Law and its working groups	85	229	120	220
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	50	32	50	90
6. Meetings of the United Nations Industrial Development Organization	270	101	270	430
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	813	1 060	1 060
8. Other meetings	145	278	230	230
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>252</b>	<b>160</b>	<b>252</b>	<b>252</b>
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily “master final” programme of meetings of intergovernmental bodies	251	159	251	251
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> informational session for 152 permanent missions in Vienna covering the six official languages.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> language day celebrations of all six official languages.				

## Subprogramme 3 Documentation services

### Objective

1.18 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations.

### Deliverables

1.19 Table 1.9 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 1.9  
**Vienna, subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Documentation services for meetings</b> (thousands of words)	<b>23 550</b>	<b>23 825</b>	<b>24 700</b>	<b>24 660</b>
1. Editing, translation and desktop publishing of documents for the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	9 000	10 723	10 300	10 300
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	3 000	3 121	3 540	3 600
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 400	1 779	2 400	2 400
4. Editing, translation and desktop publishing of documents for the United Nations Commission on International Trade Law and its working groups	7 070	6 001	6 000	6 000
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	80	50	60	60
6. Editing, translation and desktop publishing of documents for the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 000	1 102	1 000	1 000
7. Editing, translation and desktop publishing of documents for the United Nations Industrial Development Organization	1 000	1 049	1 400	1 300
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> update and maintenance of UNTERM, which currently holds 18,879 United Nations Office at Vienna records.				

## Subprogramme 4 Meetings and publishing services

### Objective

1.20 The objective, to which this subprogramme contributes, is to ensure effective and efficient multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations.

### Deliverables

1.21 Table 1.10 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 1.10

#### Vienna, subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>720</b>	<b>435</b>	<b>696</b>	<b>678</b>
<b>Meetings with interpretation for:</b>				
1. The Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	289	117	302	303
2. The International Narcotics Control Board	59	34	59	60
3. The Committee on the Peaceful Uses of Outer Space and its subcommittees	58	20	60	60
4. The United Nations Commission on International Trade Law and its working groups	60	83	80	70
5. The United Nations Scientific Committee on the Effects of Atomic Radiation	10	3	10	10
6. The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	62	61	60	60
7. The International Atomic Energy Agency	157	100	100	85
8. The United Nations Industrial Development Organization	25	17	25	30
<b>B. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> preparation and processing through eCorrespondence of correspondence for seven United Nations entities; layout and design of publications, multimedia products, web pages, outreach materials and other products in the six official languages for both hard-copy and digital distribution provided to all entities in the Vienna client group, and upon request for entities outside of the Vienna client group as part of workload-sharing.				

## Conference management, Nairobi

### Subprogramme 2

### Planning and coordination of conference services

### Objective

1.22 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations.

### Deliverables

1.23 Table 1.11 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 1.11

**Nairobi, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>4 024</b>	<b>906</b>	<b>4 836</b>	<b>3 236</b>
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	183	42	423	254
2. Meetings of the United Nations Human Settlements Programme (UN-Habitat) Governing Council, Assembly, Executive Board and subsidiary bodies	62	30	124	66
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	70	—	70	—
4. Meetings of the United Nations Environment Programme (UNEP) ad hoc open-ended expert meeting on marine litter and microplastics	—	34	—	—
5. Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	113	21	143	113
6. Meetings on the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	34	4	55	30
7. Meetings on the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	6	8	56	8
8. Meetings on the Stockholm Convention on Persistent Organic Pollutants	10	—	65	10
9. Meetings of the UNEP Global Meeting of Montevideo focal points	10	—	—	10
10. African Ministerial Conference on the Environment	50	8	30	25
11. Conference of the Parties to the Minamata Convention on Mercury	—	—	70	—
12. Conference of the Parties to the Convention on Biological Diversity	26	4	—	20
13. Meetings of the UNEP Global Pact for the Environment	—	6	—	—
14. Meetings of regional and other groupings of Member States	260	11	500	200
15. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	3 300	738	3 300	2 500
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> informational session on programme services for approximately 60 new members of permanent missions, consultations with member States of the Bureau of the UN-Habitat Executive Board on issues related to periodicity, ideal dates and the provision of conference services (as required).				

## Subprogramme 3 Documentation services

### Objective

1.24 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences.

### Deliverables

1.25 Table 1.12 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 1.12

**Nairobi, subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Documentation services for meetings</b> (thousands of words)	<b>6 642</b>	<b>5 857</b>	<b>8 810</b>	<b>5 720</b>
1. Editing, translation and desktop publishing of documents for the United Nations Environment Assembly and subsidiary bodies	45	16	1 500	800
2. Editing, translation and desktop publishing of documents for the United Nations Human Settlements Programme (UN-Habitat) Governing Council, Assembly, Executive Board and subsidiary bodies	–	1 200	500	900
3. Editing, translation and desktop publishing of documents for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	1 100	–	800	–
4. Editing, translation and desktop publishing of documents for the United Nations Environment Programme (UNEP) ad hoc open-ended expert meeting on marine litter and microplastics	–	439	–	–
5. Editing, translation and desktop publishing of documents for Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	1 230	879	1 200	1 000
6. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	247	265	650	250
7. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	390	106	650	90
8. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	220	74	900	100
9. Editing, translation and desktop publishing of documents for the African Ministerial Conference on the Environment	110	41	110	80
10. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Minamata Convention on Mercury	–	–	900	–
11. Editing, translation and desktop publishing of documents for other intergovernmental bodies	3 300	2 837	1 600	2 500



## Subprogramme 4 Meetings and publishing services

### Objective

1.26 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings.

### Deliverables

1.27 Table 1.13 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 1.13

#### Nairobi, subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>450</b>	<b>180</b>	<b>505</b>	<b>269</b>
<b>Meetings with interpretation for:</b>				
1. The United Nations Environment Assembly and subsidiary bodies	6	9	35	24
2. The United Nations Human Settlements Programme (UN-Habitat) Governing Council, Assembly, Executive Board and subsidiary bodies	12	6	18	14
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	36	–	18	–
4. The United Nations Environment Programme (UNEP) ad hoc open-ended expert meeting on marine litter and microplastics	–	25	–	–
5. The Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	23	21	23	23
6. The Conference of the Parties to the Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean Region	10	–	–	–
7. The Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	8	4	8	8
8. The Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	–	–	8	–
9. The Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	–	–	8	10
10. The UNEP Global Meeting of Montevideo focal points	10	–	–	–
11. The African Ministerial Conference on the Environment	40	6	12	20
12. The fourth session of the Intergovernmental Review Meeting on the Implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities	4	–	–	–
13. The Conference of the Parties to the Minamata Convention on Mercury	–	–	10	–
14. The Conference of the Parties to the Convention on Biological Diversity	26	–	–	20
15. The UNEP Global Pact for the Environment	–	–	–	–
16. Other intergovernmental or expert bodies and on programme delivery facilitation	275	109	365	150
<b>E. Enabling deliverables</b>				
<b>Correspondence and documentation services:</b> design and layout of 163 publications, one web page and 524 outreach materials and other products in the six official languages for both hard-copy and digital distribution.				

## **Programme 2**

### **Political affairs**

#### **Department of Political and Peacebuilding Affairs**

##### **Overall orientation**

##### **Mandates and background**

2.1 The Department of Political and Peacebuilding Affairs is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of missions under its responsibility, including special envoys and regional offices. It also provides support to peace operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators working in complex political situations. It provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. The Department also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the United Nations system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace.

2.2 The mandate derives from the Charter of the United Nations and the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/232](#), in which the Assembly established the Department of Political Affairs, and more recently resolution [72/262](#) C, in which the Assembly established the Department of Political and Peacebuilding Affairs. The proliferation of the number and intensity of conflicts over the past few years and their immense human and material cost confirms the importance of conflict prevention and resolution through inclusive political solutions, peacebuilding and sustaining peace.

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

2.3 The Department has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a coherent and effective approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. The Department will take into account the evolving nature of conflicts, including the emergence of new threats, in formulating specific strategies, in particular comprehensive regional strategies, to prevent conflict and sustain peace. Given its global mandate for conflict prevention and peacemaking, the Department will play a lead role within the United Nations in formulating and implementing comprehensive regional strategies that address cross-boundary issues, in cooperation with regional and subregional organizations.

2.4 In order to achieve these goals, the Department will rely on its expertise at Headquarters and its network of field presences, in particular special political

missions, including regional offices, and liaison presences with regional and other organizations. Greater coherence and effectiveness in the formulation of comprehensive regional strategies is being achieved as a result of the restructuring of the United Nations peace and security architecture, including the single political-operational regional structure shared by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, which has also enabled better transition planning, for example, in the drawdown of peacekeeping operations, by integrating political and operational responsibilities. The integration of the Peacebuilding Support Office into the Department of Political and Peacebuilding Affairs has strengthened the interaction between the Department and the single political-operational structure on the one hand, and the Peacebuilding Commission and the Peacebuilding Fund on the other. In terms of increased synergies and cooperation in the context of conflict prevention, conflict resolution, peacebuilding and sustaining peace, and building on sustained work over the years to strengthen cooperation with field presences, the reforms provide a clear and strengthened entry point for collaboration with the United Nations development system at large and allow the peace and security pillar to intensify the provision of day-to-day advice and support for empowered resident coordinators and country teams in responding to specific country challenges. These forms of collaboration continue to deepen and benefit transition settings, in particular.

2.5 The Department will continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee; assist and support the Peacebuilding Commission; provide advice and substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to other relevant intergovernmental bodies; and continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People in its deliberations and the implementation of its annual programmes of work.

2.6 For 2022, the Department's planned deliverables and activities reflect the known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. The Department will continue to provide political analysis, electoral technical assistance, the preparation of draft reports of the Secretary-General and the deployment of good offices initiatives on behalf of the Secretary-General. Specific examples of such planned deliverables and activities include: (a) redoubling efforts by the Department to improve its ability to support Member States remotely in dealing with the additional challenges and stress caused by the pandemic in conflict-affected settings; (b) adapting the induction workshops for incoming members of the Security Council to further enhance the experience of participants by working with the presenters of the workshop to ensure that presentations are adaptable to a virtual format; (c) strengthening the technological capabilities of the Department by exploring tools and platforms to obtain verifiable and official information to inform the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples when considering the situation in the Non-Self-Governing Territories; and (d) undertake more advance planning and offer workshops with a flexible delivery modality on the women and peace and security agenda in the Arab region in the context of special political missions, to strengthen and enhance the relationship between the United Nations and the League of Arab States. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 1, 3, 4 and 7.

2.7 With regard to cooperation with other entities at the global, regional, national and local levels, under Chapter VIII of the Charter, the Department, through its special political missions and its liaison offices, continues to strengthen partnerships with

regional and other organizations in the field of peace and security. Under the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the Department also works to strengthen partnerships with the World Bank and other international financial institutions to make international engagement in crisis-affected situations more coherent, effective and sustainable. The Peacebuilding Support Office serves as the secretariat to the Partnership Framework, enabling a cross-pillar approach with all United Nations system entities concerned and offering advisory support to field presences in some 40 contexts. The Department will continue the Humanitarian-Development-Peacebuilding and Partnership Facility to support field teams' joint data, analysis and operational collaboration with the World Bank Group. The Department is also expanding its partnerships with other relevant actors, including civil society, in particular in support of women and young people.

2.8 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General. The Department also chairs a number of inter-agency task forces to coordinate and increase the coherence of United Nations system engagement in specific countries or regions, in line with entities' mandates, as well as various thematic inter-agency mechanisms. The Peacebuilding Fund, by nature a cross-pillar tool of financial support, will continue to work with and through agencies, funds and programmes in-country and at Headquarters.

2.9 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Unity among Member States, in particular the Security Council, including in critical situations in which the United Nations is engaged;
- (b) Existence of entry points for United Nations engagement to mitigate tensions and prevent conflict;
- (c) Commitment of the parties to a conflict to engaging in a process towards the peaceful settlement of disputes.

2.10 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Department issued its most recent policy on women and peace and security in June 2019. The policy builds on good practices across the Department and special political missions and is intended to ensure that key priorities are integrated into the daily work of the Department and special political missions. These priorities, in line with the mandates entrusted to the Organization in the area of women and peace and security, encompass gender-sensitive political and conflict analysis, promoting the inclusion of women in all peacemaking, peace-sustaining and peacebuilding efforts, and their participation in electoral and political processes. The policy also addresses such issues as preventing and assessing conflict-related sexual violence and post-conflict planning and financing. For example, for subprogramme 2, Electoral assistance, result 3, related to the increase in the average percentage of women in parliaments in countries receiving United Nations electoral assistance, reflects the fact that gender is systematically mainstreamed into all United Nations electoral assistance activities.

2.12 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, the Department will implement the Strategy with a view to reinforcing an organizational culture that respects the human rights and supports the inclusion of persons with disabilities; further advancing the disability inclusion in strategic planning and management, knowledge and information management, and staff career development; and addressing the barriers to accessibility in the workplace and in the performance of functions. In addition, the Department also fosters engagement with government counterparts and civil society organizations to promote the inclusivity of political processes, which also encompasses addressing the needs of people with disabilities.

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

2.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included a reduction in meetings and training events, some of which were held virtually while others had to be cancelled or postponed. Similarly, substantive servicing of the work of the Security Council, its subsidiary bodies and other intergovernmental bodies, including various political engagements, were carried out through virtual meeting platforms or hybrid settings. Some electoral missions had to be cancelled. Specific examples of the impact are provided under all subprogrammes. The change in approach and/or the cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all subprogrammes.

2.14 At the same time, however, some planned deliverables and activities were modified during 2020, and new activities added, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the COVID-19 pandemic. Those modifications included support for the call of the Secretary-General for a global ceasefire through remote and virtual means and support for Member States that conducted elections in 2020 on specific measures aimed at mitigating the risks of COVID-19 to voters, candidates and electoral officials. A “fast track” of the Humanitarian-Development-Peacebuilding and Partnership Facility to support resident coordinators in their engagement on COVID-19 with the World Bank was created and requests for up to \$50,000 to fund remote or local consultancies were approved in as little as 24 hours to support the alignment of United Nations and World Bank efforts and facilitate conflict-sensitive recovery planning. These activities contributed to results in 2020, as described in the programme performance under subprogrammes 1–3, 5 and 6.

### **Legislative mandates**

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

#### *Charter of the United Nations*

Articles 33 and 99

#### *General Assembly resolutions*

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

#### *Security Council resolution*

2171 (2014)

## Deliverables

2.16 Table 2.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 2.1

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

## Evaluation activities

2.17 The self-evaluation on United Nations transitions, completed in 2020, has guided the programme plan for 2022.

2.18 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, this has led to enhanced and more tailored coordination mechanisms, at Headquarters and in the field, to handle transitions from one United Nations configuration to another.

2.19 An external evaluation on improving the gender-sensitivity of the Department's analyses is planned for 2022.

## Programme of work

### Subprogramme 1

#### Prevention, management and resolution of conflicts

#### Objective

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

## Strategy

2.21 To contribute to the objective, the subprogramme will support the pacific settlement of disputes, under Chapter VI of the Charter, through the use of the tools of preventive diplomacy, peacemaking, peacebuilding and sustaining peace. In utilizing those tools, the subprogramme will work in close cooperation with a wide array of actors, in particular regional and subregional organizations, including under Chapter VIII of the Charter. The subprogramme's strategy embodies the recognition that political solutions are a key requirement for durable peace.

2.22 The subprogramme promotes a more effective and cohesive response to help to prevent, mitigate, manage and resolve conflicts by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the good offices of the Secretary-General, including through formal mediation, where appropriate; (e) providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States; (f) enhancing the capacity of regional and subregional organizations; (g) providing substantive support and guidance to special political missions; (h) strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address peace and security challenges more effectively; (i) undertaking monitoring and evaluating the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives; (j) developing coherent strategies for crisis prevention and peacebuilding, linking diplomatic, security, humanitarian and development efforts by the United Nations system and other international and regional actors; (k) enhancing political and operational links with subprogramme 6, Peacebuilding Support Office (to this end, the subprogramme will work closely with other relevant parts of the United Nations system); and (l) empowering women in peacebuilding and mediation efforts.

2.23 The above-mentioned work is expected to result in the improved capacity and capability of Member States to identify, prevent and address conflict situations.

## Programme performance in 2020

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

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

2.25 By upending lives and economies, challenging community relations and undermining trust in the very institutions meant to address its fallout, the COVID-19 pandemic has exacerbated inequality and fostered misinformation and hate speech, ultimately creating new flashpoints for tension and increased risks of instability. The impact of COVID-19 on women and young people, as well as other populations suffering from marginalization, has been disproportionate. This includes the loss of employment and income and the dramatic escalation in gender-based and domestic violence. Young women and men are also at risk of being left behind in education and economic opportunities. The pandemic has hindered diplomatic action and complicated United Nations peacemaking efforts. Meanwhile, it has also exacerbated existing fragilities and amplified the prevention challenge. To respond to this challenge, the subprogramme actively supported the call of the Secretary-General, first made on 23 March 2020, for a global ceasefire, by providing technical and

political support to Member States and parties to conflict in reaching ceasefire/political agreements in Libya, Ukraine, the South Caucasus and elsewhere. The subprogramme also provided technical support to special political missions and other United Nations presences in support of the call of the Secretary-General by helping to liaise with and between the missions, in order to amplify and promote his global appeal for a halt in fighting.

2.26 Specifically, the subprogramme provided direct support to the Libyan political dialogue, in particular in terms of the process designed to facilitate the inclusive, virtual participation of Libyans in the discussions and the selection process of the new interim authorities.

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

2.27 The above-mentioned work contributed to the objective, as demonstrated by the signing of a ceasefire agreement by the Libyan parties on 23 October 2020, followed by the 5+5 Joint Military Commission's work on operationalizing the ceasefire agreement and establishment of a ceasefire monitoring mechanism. The Libyan Political Dialogue Forum met in Tunis, which led to the selection of the interim authorities that committed themselves to holding national elections on 24 December 2021 (see table 2.2).

Table 2.2  
Performance measure

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

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

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

**Planned results for 2022**

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



**Result 1: comprehensive regional strategies<sup>1</sup>****Programme performance in 2020**

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

2.31 The above-mentioned work contributed to deepened implementation of comprehensive regional strategies, including the adoption of 12 national road maps on human rights and the rule of law, leading to greater harmonization of action by regional and subregional organizations and other stakeholders in the Great Lakes region, which met the planned target, reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

2.32 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will deepen the development and operationalization of current strategies and develop new ones. The expected progress is presented in the performance measure below (see table 2.3).

Table 2.3  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Endorsement of the reform proposal by the General Assembly and transitional steps towards implementation of new structures	Discussions by external actors, such as regional and subregional organizations, with United Nations entities on	Deepened implementation of comprehensive regional strategies, including the adoption of 12 national road maps	Continued and deepened implementation of comprehensive regional strategies formulated in 2019 and 2020, leading	Continued and deepened implementation of comprehensive regional strategies, leading to greater harmonization of

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

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
	comprehensive regional strategies for a number of regions or subregions	on human rights and the rule of law, leading to greater harmonization of action by regional and subregional organizations and other stakeholders in the Great Lakes region	to greater harmonization of action by regional and subregional organizations and other stakeholders	action by regional and subregional organizations and other stakeholders

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

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

### **Programme performance in 2020**

2.33 The subprogramme has worked to ensure a holistic approach across the entire range of political and peacebuilding engagements across the globe. These efforts have supported and driven three transitions in different contexts, where the different tools at the disposal of the Department have been deployed in an integrated manner. Such transitions, in the form of the United Nations presence on the ground, have recently been undertaken in Haiti (initiated in 2019) and Guinea-Bissau and the Sudan (both initiated in 2020). The subprogramme also advanced the integration of political analysis into peacebuilding programming and vice versa. For example, in the context of Guinea-Bissau, the subprogramme supported the United Nations Office for West Africa and the Sahel during the transition that led to the closure of the United Nations Integrated Peacebuilding Office in Guinea-Bissau and the transfer of the United Nations presence in the country to the office of the resident coordinator, while the Security Council entrusted the Special Representative of the Secretary-General and Head of the United Nations Office for West Africa and the Sahel with the good offices role of the Secretary-General for the country.

2.34 The above-mentioned work contributed to the transition in Guinea-Bissau, with the adaptation of the regional work to the new United Nations presence in the country, which met the planned target of the implementation of comprehensive regional strategies formulated, leading to greater harmonization of action by regional and subregional organizations and other stakeholders, reflected in the programme budget for 2021.

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

2.35 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on lessons learned to plan and carry out future transitions, as well as to continue to accompany the three transitions mentioned above. The expected progress is presented in the performance measure below (see table 2.4).

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

Table 2.4  
Performance measure

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

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

### Result 3: reduced threats to peace and security

#### Proposed programme plan for 2022

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

#### *Lessons learned and planned change*

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

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

2.38 This work is expected to contribute to the objective, as demonstrated by increased opportunities for Member States to prevent, manage and resolve conflict through access to virtual tools and remote modalities to prevent, manage and resolve conflict (see table 2.5).

Table 2.5

**Performance measure**

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

**Legislative mandates**

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

*Charter of the United Nations*

Articles 33 and 99

*General Assembly resolutions*

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

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

69/270	Cooperation between the United Nations and the International Organization of la Francophonie	70/92	Comprehensive review of special political missions
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	70/98	Question of Western Sahara
		70/108	Assistance to the Palestinian people
69/286	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia	70/109	A world against violence and violent extremism
		70/141	The right of the Palestinian people to self-determination
69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	70/185	Unilateral economic measures as a means of political and economic coercion against developing countries
		70/225	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
69/311	Cooperation between the United Nations and the Community of Portuguese-speaking Countries		
69/314	Tackling illicit trafficking in wildlife	70/232	Rights of indigenous peoples
69/317	Cooperation between the United Nations and the Organization of Islamic Cooperation	70/233	Situation of human rights in Myanmar
69/318	Cooperation between the United Nations and the Pacific Islands Forum	70/252	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
69/322	Zone of peace and cooperation of the South Atlantic		
70/5	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba	70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
70/64	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa	72/14	Peaceful settlement of the question of Palestine
		72/15	Jerusalem
70/83	Assistance to Palestine refugees	72/16	The Syrian Golan
70/84	Persons displaced as a result of the June 1967 and subsequent hostilities	72/83	Palestine refugees' properties and their revenues
70/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	72/134	Assistance to the Palestinian people
		72/248	Situation of human rights in Myanmar
70/86	Palestine refugees' properties and their revenues	72/278	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
70/87	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories	72/280	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
		72/282	Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova
70/88	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories	73/10	Cooperation between the United Nations and the Central European Initiative
		73/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
70/89	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan	73/14	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
70/90	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem	73/15	Cooperation between the United Nations and the Council of Europe
70/91	The occupied Syrian Golan	73/16	Cooperation between the United Nations and the Commonwealth of Independent States

73/88	The situation in Afghanistan	ES-10/20	Protection of the Palestinian civilian population
73/135	Cooperation between the United Nations and the Organization of Islamic Cooperation	74/158	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
73/194	The problem of militarization of the Autonomous Republic of Crimea and the city of Sevastopol (Ukraine), as well as parts of the Black Sea and the Sea of Azov	74/200	Unilateral economic measures as a means of political and economic coercion against developing countries
73/249	South-South Cooperation	75/11	Cooperation between the United Nations and the League of Arab States
73/259	Cooperation between the United Nations and the Association of Southeast Asian Nations	75/100	Comprehensive review of special political missions
73/263	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine	75/201	Review of the United Nations peacebuilding architecture
73/267	Cooperation between the United Nations and the League of Arab States	75/238	Situation of human rights of Rohingya Muslims and other minorities in Myanmar

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

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

2186 (2014)		2510 (2020)
S/PRST/2014/6		2512 (2020)
S/PRST/2014/8		2516 (2020)
S/PRST/2014/17		2525 (2020)
S/PRST/2014/25		2527 (2020)
2203 (2015)		2532 (2020)
2214 (2015)		2533 (2020)
2218 (2015)		2534 (2020)
2232 (2015)		2535 (2020)
2238 (2015)		2537 (2020)
2242 (2015)		2539 (2020)
2245 (2015)		2542 (2020)
2246 (2015)		2543 (2020)
2250 (2015)		2545 (2020)
2253 (2015)		2546 (2020)
2254 (2015)		2547 (2020)
2259 (2015)		2548 (2020)
S/PRST/2015/4		2553 (2020)
S/PRST/2015/12		2554 (2020)
S/PRST/2015/14		2555 (2020)
S/PRST/2015/22		2558 (2020)
S/PRST/2015/24		2559 (2020)
S/2015/555	Mandate of the United Nations Regional Office for Central Africa	S/PRST/2020/1
S/2015/1026	Cameroon-Nigeria Mixed Commission	S/PRST/2020/2
2267 (2016)		S/PRST/2020/3
2320 (2016)		S/PRST/2020/4
2334 (2016)		S/PRST/2020/5
S/PRST/2016/4		S/PRST/2020/6
S/PRST/2016/8		S/PRST/2020/7
S/PRST/2016/11		S/PRST/2020/8
S/PRST/2016/19		S/PRST/2020/9
2337 (2017)		S/PRST/2020/10
2379 (2017)		S/PRST/2020/11
S/PRST/2017/2		S/PRST/2020/12
S/PRST/2017/10		S/PRST/2020/13
S/PRST/2017/17		2561 (2021)
S/PRST/2018/3		2562 (2021)
S/PRST/2018/16		2563 (2021)
2487 (2019)		2570 (2021)
2489 (2019)		S/PRST/2021/2
2493 (2019)		S/PRST/2021/3
S/PRST/2019/1		S/PRST/2021/4
S/PRST/2019/5		S/PRST/2021/5
2506 (2020)		S/PRST/2021/6
2509 (2020)		S/PRST/2021/7
		S/PRST/2021/9



## Deliverables

2.40 Table 2.6 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 2.6

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

## **Subprogramme 2**

### **Electoral assistance**

#### **Objective**

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

#### **Strategy**

2.42 To contribute to the objective, the subprogramme will continue to provide timely responses to requests from Member States for United Nations electoral assistance. The assistance is provided upon request from Member States or pursuant to a mandate from the General Assembly or the Security Council and is mostly of a technical nature. The provision of assistance involves deploying technical experts and various types of electoral missions to assist the requesting Member States in various phases of their electoral processes. United Nations technical support to electoral processes in requesting Member States usually includes technical advice on designing and establishing election management bodies, designing or reforming electoral frameworks and systems, voter education and voter registration activities, and the participation of women, young people and persons with disabilities in electoral and political processes. It also encompasses partnerships and capacity development support to regional organizations, including co-organizing (with regional partner organizations) training events for Member States in various regions on key electoral matters, such as gender and elections; enhancing the credibility and integrity of electoral processes; and preventing electoral violence. The subprogramme will also update existing internal policies and develop new United Nations electoral policy directives to ensure consistency, coordination and coherence within the United Nations system on electoral assistance activities, and will maintain and further strengthen the United Nations single electoral roster of experts and the electoral institutional memory.

2.43 The subprogramme plans to support Member States on issues related to COVID-19 by continuing to adapt to new conditions, as necessary, and by enhancing its COVID-19-related electoral support to Member States, where necessary. This will include enhancing voter education and awareness-raising activities to support relevant COVID-19-related mitigation elements and supporting electoral officials in ensuring the safety of voters and other relevant stakeholders, in particular on election day, while preserving the integrity of the electoral process.

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

- (a) Strengthened election management bodies;
- (b) More effective electoral frameworks and systems;
- (c) Enhanced voter education and voter registration activities;
- (d) Increased participation of women, young people, persons with disabilities and marginalized groups in electoral and political processes;
- (e) Peaceful and inclusive elections and more credible electoral processes.

2.45 The planned support on issues related to COVID-19 is expected to result in enabling Member States to conduct safe elections with minimized COVID-19-related risks to voters, electoral officials and candidates, while preserving the integrity of the electoral process.

## Programme performance in 2020

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

### A more inclusive and diverse electoral roster

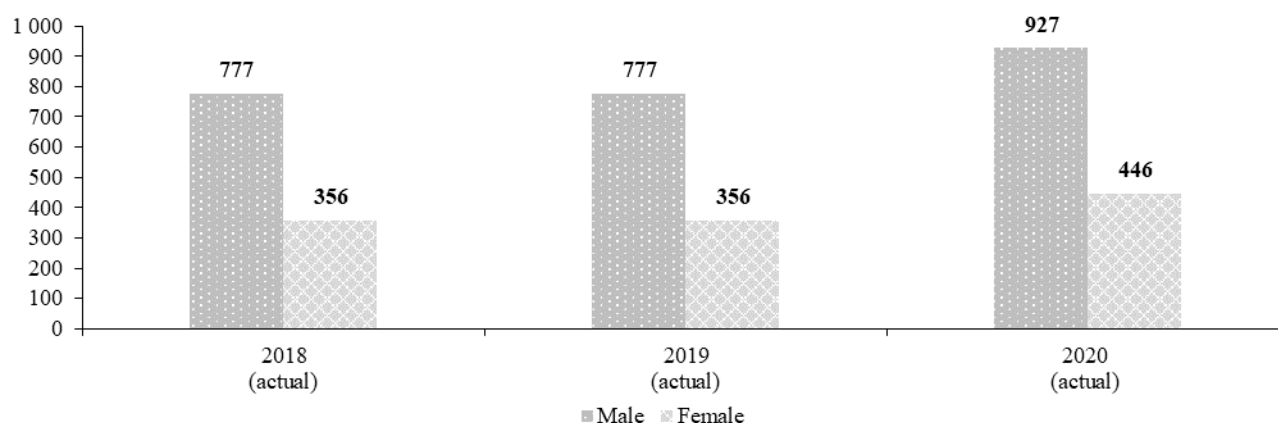
2.47 The subprogramme, as mandated by the General Assembly in its resolution [74/158](#), maintains and manages the United Nations single electoral roster of experts, who can be deployed to United Nations electoral field operations rapidly, when required. Notwithstanding the outbreak of the COVID-19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

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

2.48 The above-mentioned work contributed to the objective, as demonstrated by a 21 per cent increase in the availability of experts on the roster and a 25 per cent increase in the availability of female experts on the roster, to undertake electoral field operations (see figure 2.I).

Figure 2.I

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



### Impact of COVID-19 on subprogramme delivery

2.49 Owing to the impact of COVID-19 during 2020, the subprogramme had to change the approach, postpone, reschedule or cancel some electoral missions, as well as a number of regional capacity development initiatives and electoral training sessions. In this regard, several needs assessment missions were postponed or cancelled. These missions are required in advance of providing support to Member States to assess their needs and provide recommendations and parameters for United Nations electoral assistance. The subprogramme adapted and utilized alternative arrangements, including desk reviews and enhanced remote support, to ensure continuity in the delivery of its mandate and support for Member States. These

changes, although not optimal in terms of maximum results, enabled the subprogramme to ensure continued delivery of services to requesting Member States in 2020. These changes had an impact on the programme performance in 2020, as specified in result 2 below.

2.50 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, by assisting Member States that conducted elections in 2020 in specific measures aimed at mitigating the risks of COVID-19 to voters, candidates and electoral officials. Those activities included, among others, enhanced voter education and awareness-raising activities on COVID-19-related matters and providing some electoral commissions with the materials, training and equipment necessary to ensure the safety of voters, candidates and electoral officials, in particular on election day.

## **Planned results for 2022**

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

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

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

2.52 The subprogramme provided technical electoral support to 53 Member States during 2020. The subprogramme assisted those Member States in building public confidence in their electoral administration and in the electoral process itself, highlighting elections as part of the broader and inclusive political process. Where appropriate and as requested, the subprogramme also assisted Member States in creating a conducive environment for holding peaceful and credible elections through good offices and support for political dialogue, facilitation and mediation, often in collaboration with regional and subregional entities or other actors. The subprogramme also developed and updated a number of system-wide electoral assistance policies, following consultations with a wide range of United Nations entities, including policies on the conduct of United Nations personnel in and around electoral sites and on supporting the prevention of election-related violence.

2.53 The above-mentioned work contributed to reaching 97 per cent of cases in which Member States received an electoral assistance mission within four weeks of approval by the United Nations Focal Point for Electoral Assistance Activities, which exceeded the planned target of 96 per cent, reflected in the proposed programme budget for 2020. The subprogramme also supported 22 elections and referendums that took place in 2020 in an overall peaceful manner.

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

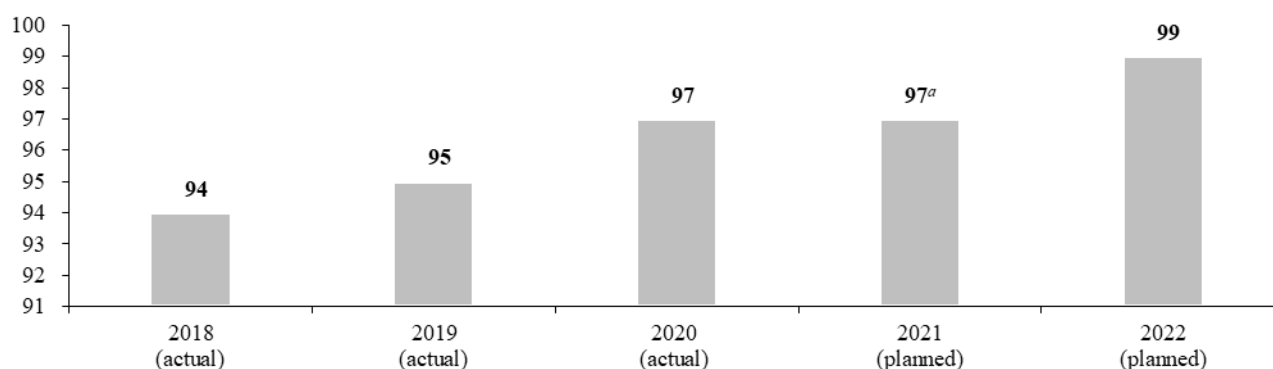
2.54 The subprogramme will continue the work related to the planned result, in line with its mandate. To further contribute to progress towards the objective, the office will continue to provide timely, coordinated and effective response to requests from Member States for United Nations electoral assistance within the specified time frame. The expected progress is presented in the performance measure below (see figure 2.II).

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

Figure 2.II

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



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

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

### **Programme performance in 2020**

2.55 The subprogramme has provided capacity development support to partner regional organizations, including the African Union and the League of Arab States, in further enhancing their electoral units. The subprogramme also maintained its support for platforms for electoral capacity-building, institutional memory and knowledge-sharing at the global level. They included the ACE Electoral Knowledge Network and the Building Resources in Democracy, Governance and Elections project. These are knowledge and training tools for electoral officials and practitioners around the world. The United Nations and other partners in these initiatives have contributed actively to updating and implementing them on a regular basis.

2.56 The above-mentioned work contributed to 10 specific activities aimed at supporting regional organizations and their Member States, as well as the global electoral initiatives, which did not meet the target of 13 regional electoral capacity development initiatives in which regional organizations and their Member States participate, reflected in the programme budget for 2021. The outbreak of the COVID-19 pandemic had an impact on the planned deliverables and activities of the subprogramme in this area. The impact included the postponement of at least three in-person regional capacity development initiatives to beyond 2020.

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

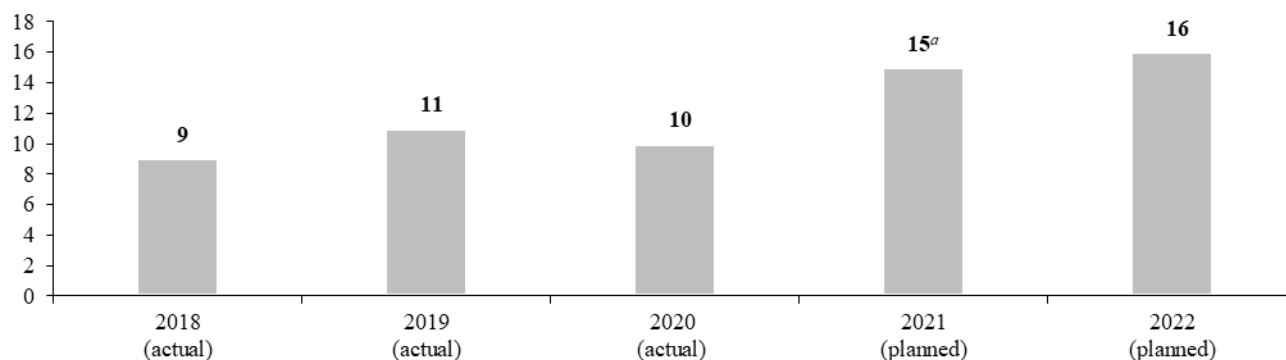
2.57 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to progress towards the objective, the subprogramme, in partnership with relevant regional organizations, will conduct at least two regional training sessions, as well as a number of other capacity development initiatives, for Member States in various parts of the world on key electoral topics such as gender and elections, election observation and the prevention of electoral violence. The subprogramme will also undertake new initiatives to further enhance cooperation with partner regional organizations and provide capacity development support to regional organizations,

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

including through the promotion of South-South and triangular cooperation. The expected progress is presented in the performance measure below (see figure 2.III).

Figure 2.III

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



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

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

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

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

#### *Lessons learned and planned change*

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

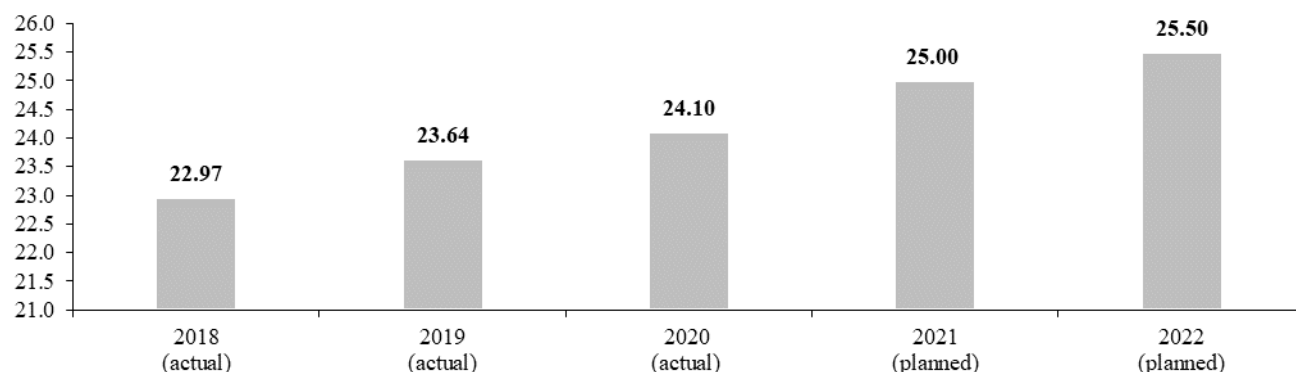
#### *Expected progress towards the attainment of the objective, and performance measure*

2.60 This work is expected to contribute to the objective, as demonstrated by an overall increase in the percentage of women in parliaments in the countries receiving United Nations electoral assistance (see figure 2.IV).

Figure 2.IV

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

(Percentage)

**Legislative mandates**

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

*General Assembly resolution*

74/158

Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

**Deliverables**

2.62 Table 2.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.7

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

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

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

### Subprogramme 3 Security Council affairs

#### Objective

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

#### Strategy

2.64 To contribute to the objective, the subprogramme will continue to ensure the full, complete and timely execution of the Security Council's programme of work, as well as the timely and accurate issuance of official documentation for and by the Council. To that end, the subprogramme will first and foremost assist the monthly presidency of the Council in carrying out the official functions of the office, and provide procedural and substantive advice to the President of the Council, Council members and other Member States regarding the conduct of meetings and Council activities. Furthermore, it will ensure the timely and accurate publication and transmittal of the Council's outcomes and other documents, as well as the correspondence that it receives from the Secretariat, Member States and entities. It will also continue to coordinate the scheduling and administering of formal and informal meetings. This will be accomplished through applying the established procedural guidelines and practices, and the expeditious circulation and coordination of the editing, translation and issuance of those documents, where applicable.

2.65 The subprogramme will also support the Security Council's subsidiary bodies, including sanctions and non-sanctions committees, and working groups. This includes support for the Council and its subsidiary bodies in the design and implementation of sanctions regimes. In addition, the subprogramme will provide substantive and administrative support to the sanctions monitoring groups, teams and panels established by the Council, to facilitate their in-depth and credible monitoring of



sanctions implementation and violations. The subprogramme will furthermore engage with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees, as well as to promote deeper understanding and implementation of Council sanctions. In this regard, the subprogramme will continue to organize annual induction training sessions for incoming Chairs and members of sanctions committees; immediately disseminate the United Nations Security Council Consolidated List to Member States, the United Nations system, other regional and international organizations and the private sector following the adoption of Council and sanctions committee listing and de-listing decisions, and support the timely establishment of expert panels.

2.66 The subprogramme will also provide to Member States specialized research and analysis regarding the practice and procedures of the Security Council. These will be provided through publications, such as the *Repertoire of the Practice of the Security Council*, the *Highlights of Security Council Practice* and other information and data resources on specific areas of practice of the Council. All research and analysis products will be made available online to Member States through the Council's website. The subprogramme will also continue to provide secretariat support to the Council's Informal Working Group on Documentation and Other Procedural Questions, including by providing procedural and substantive advice to the Chair and other Council members. The subprogramme will also respond to specific requests for research and advice from Member States and will convene dedicated information sessions, upon request.

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

- (a) The Security Council being fully supported by the Secretariat to fulfil its responsibilities under the Charter of the United Nations;
- (b) The Security Council and its sanctions committees being fully supported in implementing targeted sanctions;
- (c) Member States having better access to resources and information concerning the Security Council, allowing them to be more informed about its proceedings, being best equipped to participate in the work of the Council and being able to contribute to the implementation of its decisions.

## **Programme performance in 2020**

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

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

2.69 The COVID-19 pandemic caused significant interruptions to the workflow of the Security Council and its subsidiary bodies owing to the inability to convene formal meetings at Headquarters. Following an agreement reached among Council members in mid-March 2020 on extraordinary and provisional working methods, the subprogramme assisted in the development and launch of a new virtual meeting platform for Council members, which was subsequently complemented by a separate platform to enable simultaneous interpretation into all six official languages. Special procedures were also implemented to allow for the remote adoption of draft resolutions and other Council decisions.

2.70 The subprogramme also assisted Security Council sanctions monitoring groups, teams and panels in conducting their consultations remotely, and in late 2020

facilitated the resumption of travel, where conditions allowed. In continuing its support to the Council in the design and implementation of sanctions regimes, the subprogramme completed the four mandated assessments through virtual consultations.

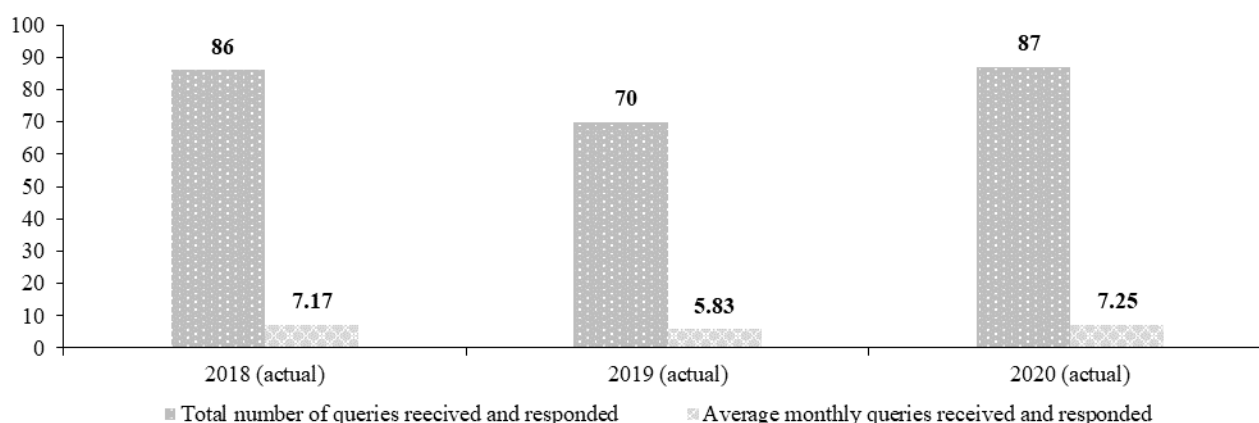
2.71 The subprogramme also adapted the presentation of the *Repertoire of the Practice of the Security Council* to reflect the adjusted working methods of the Security Council in a remote setting. The subprogramme also included elements related to the Council's remote work in the *Repertoire* and the *Highlights of Security Council Practice*, with a view to preserving the institutional memory and historical records for the benefit of the Council and the wider United Nations membership.

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

2.72 The above-mentioned work contributed to the objective, as demonstrated by the increase during 2020, in both the total number of queries/research requests and the average number of monthly queries that the subprogramme addressed. This illustrates how Member States continued to seek the expertise and wide-ranging support provided by the subprogramme, notwithstanding the impact of the COVID-19 pandemic (see figure 2.V).

Figure 2.V

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



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

2.73 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach by which it delivers substantive services in support of the work of the Security Council and its subsidiary bodies, including the use of virtual meeting platforms for meetings, the completion of mandated assessments of sanctions measures through virtual consultations and adapting the format of specific publication deliverables to reflect the adjusted working methods of the Council. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

2.74 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, including the introduction of a new section on the website on the videoconferences of the Security Council and their outcomes. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

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

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

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

2.76 Under the conditions created by the COVID-19 pandemic and in line with the aim of maintaining its support, as well as policy and procedural advice to Security Council members and Member States, the subprogramme introduced a new section on the Council's website on the videoconferences of the Council and their outcomes. Given that the inability of the Council to convene in person rendered the implementation of the provisional rules of procedure and the issuance of official meeting records difficult, the new section on the website enabled Council members and Member States to find all information regarding the Council's extraordinary and temporary working methods, written meeting records and meeting outcomes.

2.77 The subprogramme organized sanctions training for Security Council members and non-Council Member States, to encourage the implementation of United Nations sanctions and to improve the understanding and knowledge of practitioners, both within and outside the United Nations system, on the United Nations sanctions architecture. Some activities were completed early in 2020 and others were delivered in a virtual format. However, owing to COVID-19, some planned sanctions training for Member States was postponed.

2.78 During 2020, the subprogramme further improved on its ability to provide Security Council members with enhanced and diversified knowledge products. In this regard, the subprogramme continued its development of iSCAD+ to enhance its data collection and visualization of information on meetings, documentation and historical records for the future use of Council members and the wider United Nations membership. In strengthening its research and advisory role, the subprogramme launched five interactive dashboards in 2020 featuring data sets pertaining to the relevant activities and practice of the Council. The publication of those products on the Council's website and their promotion through social media accounts of the programme provided the Council, the wider United Nations membership and the interested public with user-friendly research and information tools containing key data.

2.79 The above-mentioned work contributed to an average engagement time on the Security Council website of 2:10 minutes, which exceeded the planned target of 1:20 minutes, reflected in the proposed programme budget for 2020.

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

2.80 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to adapt its delivery to the conditions under which the Security Council conducts its work in order to provide the most adequate policy and procedural advice. The subprogramme will operationalize iSCAD+ for the use of enhanced data knowledge products to support the Council's deliberations. The expected progress is presented in the performance measure below (see figure 2.VI). The increase

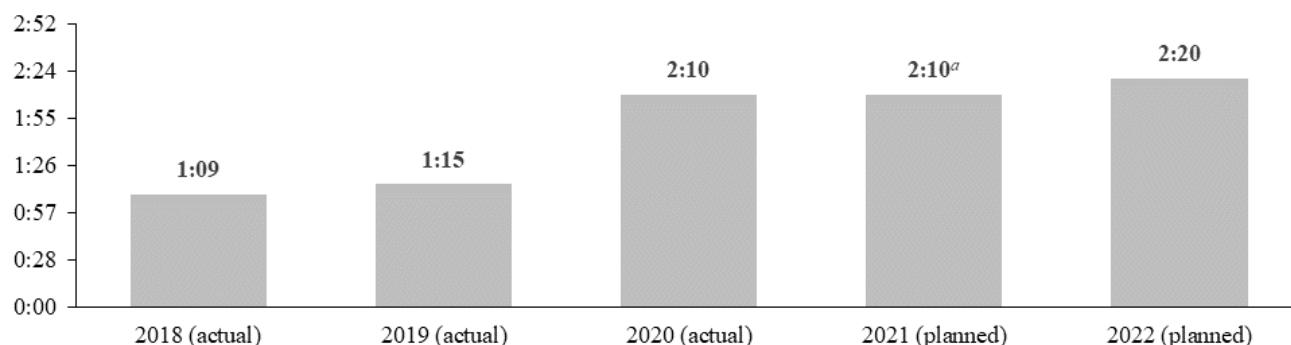
<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 3)).

in the engagement time on the Council's website reflects users interacting for longer on the site and viewing relevant content for their needs and interests.

Figure 2.VI

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

(Minutes)



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

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

**Programme performance in 2020**

2.81 The subprogramme has continued to establish expert panels in a timely manner to assist the Security Council and its sanctions committees in the continuous monitoring of sanctions implementation. In this regard, the subprogramme maintained regular outreach to Member States, including for the recruitment of specific expert panels, as well as alerting them to general opportunities. The subprogramme continued to update and maintain a list of pre-screened, qualified individuals who expressed an interest in joining an expert panel through the maintenance of a roster of experts. The subprogramme also continued to prioritize adequate gender and geographic representation, taking into account Council resolution 2467 (2019), by which the Council encouraged the Secretary-General to ensure that expert panels included members with dedicated sexual violence and gender expertise, where mandated.

2.82 The above-mentioned work contributed to 100 per cent of expert panel proposals received by sanctions committees within two weeks of the renewal of a mandate, or within six weeks of the establishment of a new mandate, which met the planned target, reflected in the programme budget for 2021.

**Proposed programme plan for 2022**

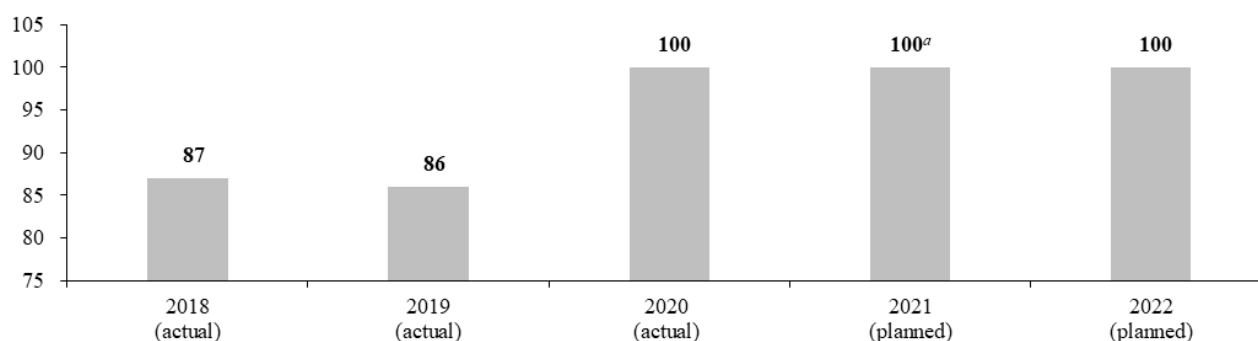
2.83 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to conduct outreach to Member States, update and maintain the roster of experts, and seek to ensure gender and geographic balance in the composition of expert panels. The expected progress is presented in the performance measure below (see figure 2.VII).

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

Figure 2.VII

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

(Percentage)



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

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

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

2.84 A key priority for the subprogramme is building the capacity of incoming members of the Security Council. Since 2016, the subprogramme has held annual induction workshops that are intended to provide delegates of the incoming members with an overview of the practices and working methods of the Council and its subsidiary bodies, familiarize them with the wide range of support provided to Council members by the subprogramme and introduce them to teams across the programme that engage with the Council on matters related to its agenda. The subprogramme has since received consistently positive feedback from the participants in the workshops.

#### *Lessons learned and planned change*

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

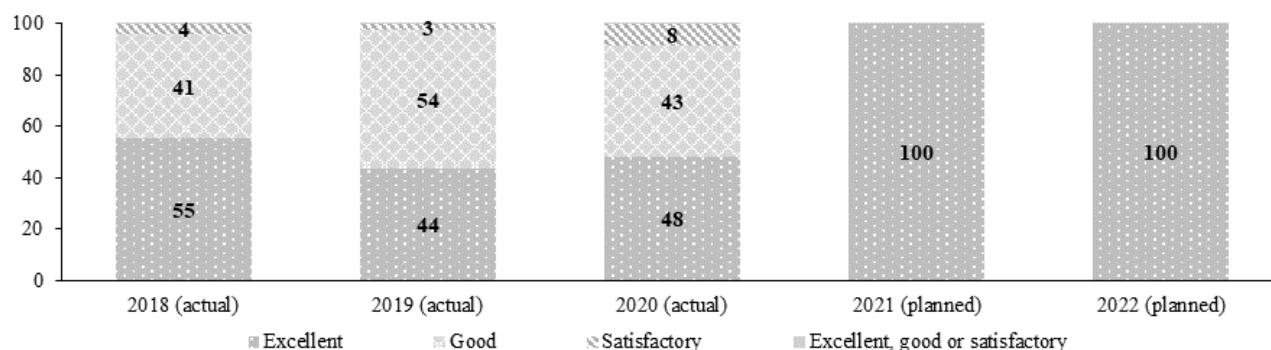
#### *Expected progress towards the attainment of the objective, and performance measure*

2.86 This work is expected to contribute to the objective, as demonstrated by the high degree of satisfaction expressed by participants in the induction workshop for incoming Security Council members (see figure 2.VIII).

Figure 2.VIII

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

(Percentage)



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

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

**Legislative mandates**

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

*Charter of the United Nations*

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

*Provisional rules of procedure of the Security Council**General Assembly resolutions*

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

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

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

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

751 (1992)	1970 (2011)
1267 (1999)	1988 (2011)
1373 (2001)	1989 (2011)
1518 (2003)	2048 (2012)
1533 (2004)	2127 (2013)
1540 (2004)	2140 (2014)
1591 (2005)	2206 (2015)
1636 (2005)	2253 (2015)
1718 (2006)	2374 (2017)
1904 (2009)	S/2017/507

Note by the President of the Security Council of 30 August 2017

## Deliverables

2.88 Table 2.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.8

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
1. Notifications by the Secretary-General under Article 12 (2) of the Charter of the United Nations	1	1	1	1
2. Lists of communications from private individuals and non-governmental bodies pursuant to paragraph A of the appendix to the provisional rules of procedure of the Security Council	1	1	1	1
3. Summary statement by the Secretary-General on matters of which the Security Council is seized and of the stage reached in their consideration (weekly addenda)	52	52	52	52
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>510</b>	<b>513</b>	<b>400</b>	<b>400</b>
4. Meetings of the Security Council and its subsidiary bodies and related deliberations, including support to the issuance of resolutions, presidential statements, press statements and other outcomes/decisions of the Council and its subsidiary bodies	510	513	400	400
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>8</b>	<b>4</b>	<b>8</b>
5. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs	6	8	4	8
<b>Publications</b> (number of publications)	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>
6. <i>Repertoire of the Practice of the Security Council</i>	1	1	1	1
7. Volume of <i>Resolutions and Decisions of the Security Council</i>	1	–	1	1
<b>Technical materials</b> (number of materials)	<b>104</b>	<b>109</b>	<b>109</b>	<b>124</b>
8. Tailored research for Member States on Security Council practice and procedure, current and historic	75	87	80	95
9. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council	1	1	1	1
10. Compendium of Security Council mandates and reports to the Council	12	5	12	12
11. Compendium of mandates relating to cross-cutting issues; women, peace and security; children in armed conflict; and protection of civilians in armed conflict	3	3	3	3
12. <i>Highlights of Security Council Practice</i>	1	1	1	1
13. Monthly statistics of Security Council deliberations	12	12	12	12

### C. Substantive deliverables

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

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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**Databases and substantive digital materials:** updated and maintained Security Council Affairs Division database of Council procedures, practices and working methods, including data on the 200-plus public meetings convened annually, covering approximately 50 agenda items; updated and maintained roster of experts for Council subsidiary bodies, and the United Nations Security Council Consolidated List of sanctions in all official languages provided to Member States, the private sector and other stakeholders; and interactive dashboards on mandates of peacekeeping operations and special political missions, and cross cutting issues on the agenda of the Council.

#### D. Communication deliverables

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

## Subprogramme 4 Decolonization

### Objective

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

### Strategy

2.90 To contribute to the objective, the subprogramme will continue to provide substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Fourth Committee, including the preparation of parliamentary documents, Secretariat working papers and mandated reports of the Secretary-General, and the submission of information for inclusion in the annual report of the President of the Economic and Social Council on the implementation of the Declaration by the specialized agencies and the international institutions associated with the United Nations.

2.91 The subprogramme will also continue to provide advice, briefing materials and substantive support to the meetings, annual regional seminars and visiting missions of the Special Committee, as well as meetings of other intergovernmental bodies (Fourth Committee and Economic and Social Council), in close coordination with the Department for General Assembly and Conference Management. The subprogramme will also continue to maintain contact with the representatives of the Non-Self-Governing Territories and United Nations agencies, funds and programmes to advance its mandate and work with the Department of Global Communications, the Department for General Assembly and Conference Management and the Office of Information and Communications Technology in disseminating information on decolonization, including through the enhancement of the United Nations and decolonization website.

2.92 The subprogramme plans to support Member States on issues related to COVID-19 by providing the Special Committee with comprehensive information on the ongoing impact of COVID-19 in the Non-Self-Governing Territories, as part of its annual working papers, pursuant to Article 73 *e* of the Charter and relevant General Assembly resolutions.

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

- (a) Advancement of specific proposals to bring about an end to colonialism;



(b) Development and finalization of constructive programmes of work on a case-by-case basis for the decolonization of the Non-Self-Governing Territories.

2.94 The planned support on issues related to COVID-19 is expected to result in more timely and informed decision-making by the Special Committee when considering the situation in the Non-Self-Governing Territories.

## Programme performance in 2020

2.95 Programme performance in 2020 includes the below result that emerged during 20Article 7320, as well as programme performance presented under results 1 and 2 below.

### Enhanced awareness of decolonization

2.96 The subprogramme continued its work related to the United Nations decolonization website, which enabled relevant stakeholders and the general public to remain apprised of the Organization's ongoing work on decolonization. This became even more significant following the COVID-19 pandemic and its impact on the activities of the Special Committee.

2.97 To enhance awareness on decolonization, especially United Nations activities regarding and commitments to eradicating colonialism as one of its priorities since 1945, in October 2020, the subprogramme launched on the website a seven-minute animation video to reach a global audience. This video was also released on social media platforms and United Nations Television and Video. For the production of the video, the subprogramme undertook the preparation of the concept note and research and development of the narrative, terms of reference and scope. In line with the mandate on multilingualism and accessibility, the translated versions in the other five official languages are scheduled to be produced in due course.

2.98 Furthermore, the subprogramme was able to reach the Non-Self-Governing Territories and relevant stakeholders who wished to actively engage with the Special Committee, usually through its seminars and sessions, by continuously updating the website in all six official languages.

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

2.99 The above-mentioned work contributed to the objective, as demonstrated by the Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public having access to the decolonization animation video and the enhanced reach of decolonization work through a dissemination campaign of the video. Following this, the website registered a new record of 27,700 users in October, which is double the number of users in October in the previous year (see table 2.9).

Table 2.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public had access to enhanced content and features on the United Nations decolonization website, including	Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public have access to the decolonization animation video and the enhanced reach of decolonization work

2018 (actual)	2019 (actual)	2020 (actual)
	infographics (“Decolonization: the annual cycle”, “The Special Committee on Decolonization” and “The Fourth Committee”)	through a dissemination campaign of the video  Following this, the website registered a new record of 27,700 users in October, which is double the number of users in October in the previous year

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

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

### **Planned results for 2022**

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

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

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

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

2.103 The above-mentioned work contributed to 112,767 users having gained access to the United Nations decolonization website by 31 December 2020, which did not

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

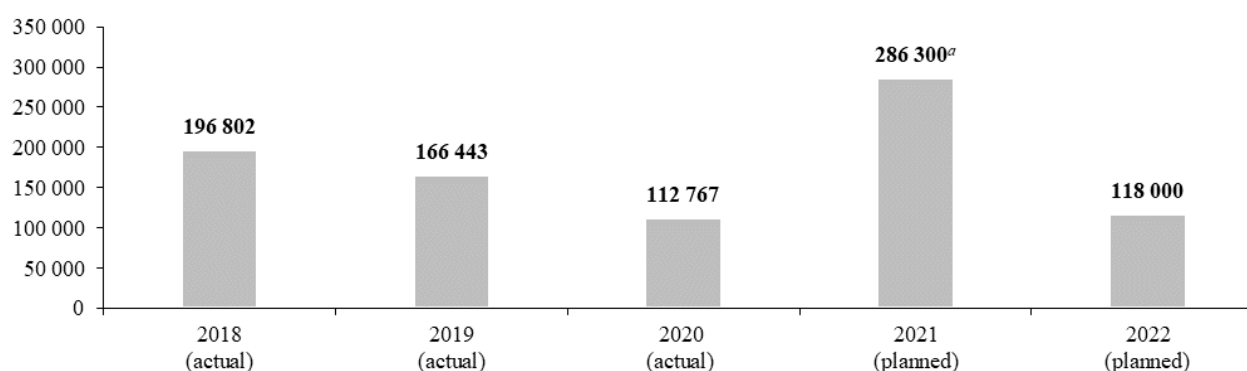
meet the target of 248,957 users having gained access to the website, reflected in the proposed programme budget for 2020. This may be attributed to the postponement and cancelation of the activities of the Special Committee, brought about by the COVID-19 pandemic. Notwithstanding new interactive and audiovisual content, with limited activities in 2020, users were less inclined to frequently refer to the website for additional information related to those activities.

### Proposed programme plan for 2022

2.104 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will ensure continued updates and further enhancement and promotion of the website through other available digital technologies, including data visualization tools and social media platforms. The expected progress is presented in the performance measure below (see figure 2.IX).

Figure 2.IX

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



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

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

#### Programme performance in 2020

2.105 The subprogramme has proactively engaged and followed up with specialized agencies and international institutions associated with the United Nations regarding its request for information on support provided to Non-Self-Governing Territories.

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

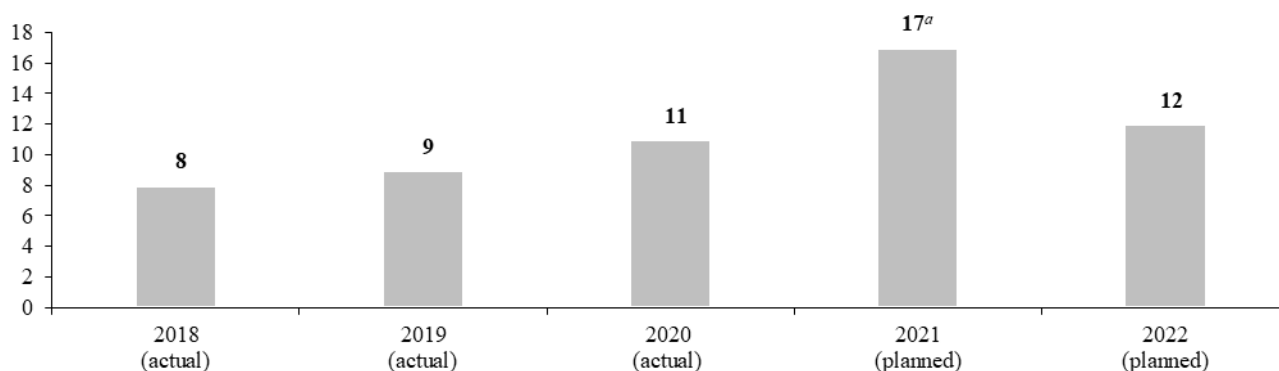
<sup>8</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

2.107 The subprogramme will continue the work related to the planned result, in line with its mandate. To further contribute to progress towards the objective, the subprogramme will provide specialized agencies and international institutions associated with the United Nations with further guidance regarding the information requested on support provided to Non-Self-Governing Territories, especially in the context of the ongoing impact of the COVID-19 pandemic. The expected progress is presented in the performance measure below (see figure 2.X).

Figure 2.X

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



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

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

#### Proposed programme plan for 2022

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

#### *Lessons learned and planned change*

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

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

2.110 This work is expected to contribute to the objective, as demonstrated by the Special Committee having access to a more comprehensive picture of the long-term impact of COVID-19 and assistance provided by the administering Powers to affected Non-Self-Governing Territories, through specific additional information in the working papers (see table 2.10).

Table 2.10

**Performance measure**

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

**Legislative mandates**

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

*General Assembly resolutions*

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

75/118	Question of Tokelau	75/122	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
75/119	Question of the Turks and Caicos Islands		
75/120	Question of the United States Virgin Islands	75/123	Fourth International Decade for the Eradication of Colonialism
75/121	Dissemination of information on decolonization		

*Economic and Social Council resolution*

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

2.112 Table 2.11 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 2.11

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>23</b>	<b>23</b>	<b>22</b>	<b>22</b>
1. Reports of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations	1	1	1	1
2. Reports of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	1	1	1	1
3. Reports of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
4. Report prepared by the Rapporteur of the Special Committee on Puerto Rico	1	1	1	1
5. Report of the Secretary-General on the Third International Decade for the Eradication of Colonialism pursuant to General Assembly resolution <a href="#">65/119</a>	1	–	–	
6. Working papers on the Non-Self-Governing Territories, namely, American Samoa, Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), <sup>a</sup> French Polynesia, Gibraltar, Guam, Montserrat, New Caledonia, Pitcairn, Saint Helena, Tokelau, Turks and Caicos Islands, United States Virgin Islands and Western Sahara	17	17	17	17
7. Report of the President of the Economic and Social Council on information submitted by the specialized agencies and other organizations of the United Nations system on their activities with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>63</b>	<b>23</b>	<b>63</b>	<b>63</b>
8. Plenary meeting of the General Assembly	1	1	1	1
9. Formal meetings of the Fourth Committee	8	9	8	8
10. Plenary meetings of the Special Committee	20	1	20	20
11. Regional seminars for the Caribbean and Pacific regions	6	0	6	6
12. Meetings of the Bureau of the Special Committee	20	9	20	20
13. Meetings of the Bureau of the Special Committee with the Secretary-General	1	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
14. Informal consultations of the Special Committee	5	0	5	5
15. Meetings of the Economic and Social Council	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Fact-finding, monitoring and investigation missions:</b> one visiting mission to the Non-Self-Governing Territories pursuant to General Assembly resolution <a href="#">75/122</a> .				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> content for the United Nations decolonization website in all 6 United Nations official languages, for the benefit of the 17 Non-Self-Governing Territories, Member States and the general public.				

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

## Subprogramme 5 Question of Palestine

### Objective

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

### Strategy

2.114 To contribute to the objective, the subprogramme will organize Committee and Bureau meetings, events in observance of the International Day of Solidarity with the Palestinian People, and other activities, events and international meetings. In addition, the subprogramme will liaise and cooperate with civil society and parliamentarians. The subprogramme will also develop and expand the digital advocacy of the Committee, including the Committee's website and its social media channels, and the document collection of the United Nations Information System on the Question of Palestine. Lastly, the subprogramme will, in its implementation of the Committee's capacity-building activities, prioritize training in strategic communications and diplomatic protocol.

2.115 The subprogramme plans to support Member States on issues related to COVID-19 by holding public events, live-streamed on United Nations Television and Video and social media channels, that focus on the impact of the COVID-19 pandemic in the Occupied Palestinian Territory and the recovery from it. This would include advocacy to address the lingering effects of the pandemic on the Palestinian population under occupation, especially on ensuring the availability of vaccines and treatments and on reviving economic activity. Among the participants, it is expected that there would be representatives of intergovernmental organizations, Member States, parliaments and civil society.

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

(a) Mobilization of the diplomatic community in support of the realization of the two-State solution and a just, comprehensive and lasting solution to the question of Palestine in all its aspects;

(b) Member States, the media and the public being more informed about the work of the Committee to promote the realization of the inalienable rights of the Palestinian people;

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

### **Programme performance in 2020**

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

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

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

2.119 The subprogramme also engaged and collaborated with the Department for Global Communication to promote and ensure the broadcast of all public Committee meetings and events on United Nations Television and Video and United Nations social media channels.

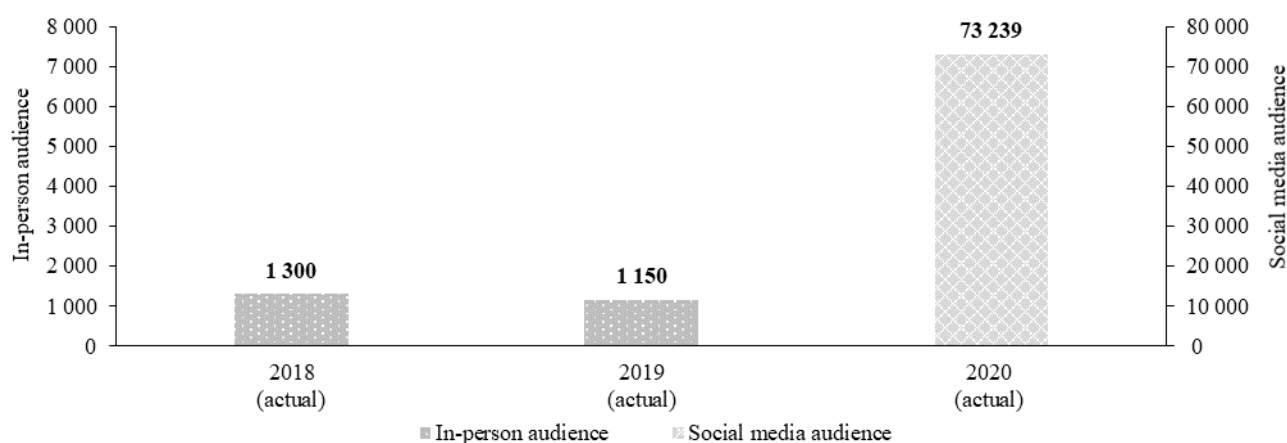
#### *Progress towards the attainment of the objective, and performance measure*

2.120 The above-mentioned work contributed to the objective, as demonstrated by the increased audiences at public Committee meetings and events and the dissemination of Committee messages through key social media multipliers. Historically, in-person meetings have drawn 200 to 400 participants, including a very limited online viewership. In 2020, the conversion to virtual meetings, live-streamed and featured on social media, coupled with robust social media outreach by the subprogramme, resulted in an increasing overall viewership of 850 to 17,500 viewers per meeting. In total, the virtual events reached an audience of 73,239 (see figure 2.XI).



Figure 2.XI

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



### Impact of COVID-19 on subprogramme delivery

2.121 Owing to the impact of COVID-19 during 2020, the subprogramme changed its approach and all Committee meetings were convened in a virtual format. All in-person international conferences, delegation visits and capacity-building activities involving travel were cancelled. In their stead, the subprogramme organized two virtual Committee meetings, three virtual Bureau Meetings, one virtual Bureau retreat, six virtual public events (panel discussions) and three virtual capacity-building training sessions. The annual observance of the International Day of Solidarity with the Palestinian People, which included participation by the Secretary-General, the President of the General Assembly and the President of the Security Council, was also done through a virtual format. The cancellation of conferences and delegation visits to Member States had a negative impact on the Committee's ability to reach out to specific countries and regions, as had been planned. Capacity-building for the Palestinian Government on strategic communications had to be postponed because of the clients' request that this be conducted as an in-person, closed-door activity. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

2.122 At the same time, however, the subprogramme identified modified activities to support Member States on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely, the provision of substantive and technical advice to the Committee on raising awareness among Member States and the public on the impact of the pandemic on the Palestinian people under occupation, including through two public virtual events on the impact of the pandemic in the occupied Palestinian territory, statements of the Committee Chair to the Security Council and the annual report of the committee to the General Assembly. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

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

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

2.124 The subprogramme has implemented an effective English writing course and two leadership courses for staff of the Palestinian Government on leadership in crisis and women's leadership. Owing to the COVID-19 pandemic, the subprogramme reformulated the programme, adapting it to a virtual training format. The subprogramme also continued its evaluation of training, receiving positive evaluations from trainees, notwithstanding the new, unfamiliar format.

2.125 The above-mentioned work contributed to 86 Palestinian government staff who, following the training, will go on to work in the fields related to strategic communications, which met the planned target, reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

2.126 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will facilitate workshops aimed at strengthening the capacity of Palestinian government officials to develop a communications strategy for the State of Palestine. Furthermore, the subprogramme will facilitate communications training for new diplomats and officials in the State of Palestine in 2022. The expected progress is presented in the performance measure below (see table 2.12).

Table 2.12  
Performance measure

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

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

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

**Result 2: enhancing the Committee's social media presence<sup>10</sup>****Programme performance in 2020**

2.127 The subprogramme has implemented a social media strategy, as requested by the Committee, including the creation of new content for social media and a historical calendar utilized to provide context to current developments related to the question of Palestine.

2.128 The above-mentioned work contributed to enhanced outreach to new international audiences and an increase in engagement and followers in the social media channels of the Committee in 2020, including harnessing multilingualism on social media, resulting in the increase in the number of Twitter impressions (views) from a low of 10,000 per month early in 2020 to a high of 168,000 per month at the end of 2020, which met the planned target, reflected in the programme budget for 2021.

**Proposed programme plan for 2022**

2.129 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will implement a reformulated social media strategy mobilizing the diplomatic community, influencers and the public, and leveraging new social media platforms. The expected progress is presented in the performance measure below (see table 2.13).

Table 2.13  
**Performance measure**

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

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

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

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

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

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

#### *Lessons learned and planned change*

2.131 The lesson for the subprogramme was that there was increased demand to support regular adjustments to the Committee's programme of work in response to evolving developments on the question of Palestine, and to incorporate the views and perspectives of Committee members to enhance the effectiveness of the subprogramme as the Committee secretariat. In applying the lesson, the subprogramme will regularly conduct client surveys to gauge the overall satisfaction of Committee members and generate information and data to assess the alignment of the work with evolving developments, the expectations of the Committee on the question of Palestine and the effectiveness of its support for the Committee, with a view to making timely adjustments to the subprogramme's support and workplan. Furthermore, as the Committee conducts outreach in support of efforts by the international community to resume negotiations on the question of Palestine, the subprogramme aims to increase members' satisfaction with support provided by drawing on survey recommendations about the undertaking of more virtual delegation visits and enable broader participation of civil society organizations in engagement activities through virtual platforms.

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

2.132 This work is expected to contribute to the objective, as demonstrated by more effective promotion of the realization of the inalienable rights of the Palestinian people, and a high level of Committee satisfaction with subprogramme support for the implementation of the programme of work's outreach to Member States (see table 2.14).

Table 2.14  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	The Committee has access to a survey to shape the operations of the Committee and strengthen the alignment of the	Increased Committee satisfaction with subprogramme support, informed by the 2020 survey, on the programme of	More effective promotion of the realization of the inalienable rights of the Palestinian people and high level of

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
		activities of the subprogramme with the vision of the Committee	work's 2021 targeted outreach engagement with the Member States with influence on the question of Palestine	Committee satisfaction with subprogramme support for the implementation of the programme of work's outreach to Member States

## Legislative mandates

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

### General Assembly resolutions

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

## Deliverables

2.134 Table 2.15 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.15

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
2. Programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>32</b>	<b>20</b>	<b>31</b>	<b>31</b>
3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	7	1	6	6
4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	8	6	8	8
5. Consultations of the Committee with civil society organizations on the question of Palestine	1	1	1	1
6. International meetings, conferences and other activities of the Committee	16	12	16	16

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>45</b>	<b>39</b>	<b>35</b>	<b>35</b>
7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy (2020 edition postponed to 2021)	30	—	30	30
8. Training events at the United Nations Office at Geneva for officials from the Palestinian Government on international trade and development and human rights (2020 edition postponed to 2021)	15	—	5	5
9. Virtual training on effective writing skills, leadership in crisis and women's leadership	—	39	—	—
<b>Publications</b> (number of publications)	<b>4</b>	<b>9</b>	<b>4</b>	<b>4</b>
10. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee	4	9	4	4
<b>Technical materials</b> (number of materials)	<b>59</b>	<b>61</b>	<b>59</b>	<b>59</b>
11. "NGO Action News" newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee	45	47	45	45
12. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine	12	12	12	12
13. Studies and information notes on the Committee and the Division for Palestinian Rights, and selected aspects of the question of Palestine	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Fact-finding, monitoring and investigation missions:</b> fact-finding/needs assessment mission(s) to the State of Palestine.				
<b>Databases and substantive digital materials:</b> updated and maintained the Division's databases of over 2,000 experts and some 1,500 non-governmental organizations working on the question of Palestine.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee reaching all Member States and the public at large; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters reaching all Member States and the public at large; briefings for United Nations officials, visitors, non-governmental organizations and others; and information-sharing, outreach efforts and participation in meetings of civil society.				
<b>External and media relations:</b> communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee's activities.				
<b>Digital platforms and multimedia content:</b> updated and maintained website of the subprogramme/Committee and its social media accounts.				
<b>Library services:</b> updated and maintained United Nations Information System on the Question of Palestine website for the public at large.				

## Subprogramme 6 Peacebuilding Support Office

### Objective

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

## Strategy

2.136 To contribute to the objective, the subprogramme will organize visits of the Chair of the Peacebuilding Commission, provide technical and substantive advice in the organization of meetings of the Commission and advance partnerships between the Commission and international financial institutions and regional and subregional organizations, including through dedicated discussions and visits.

2.137 Through the Peacebuilding Fund, an important cross-pillar financing instrument, the subprogramme will also work with and through agencies, funds and programmes, as well as civil society partners in-country and at Headquarters, to support peacebuilding programmes, prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people.

2.138 The subprogramme will also spearhead policy development related to peacebuilding and lead relevant coordination and integration mechanisms within the United Nations system, as well as between the United Nations and the World Bank and other international financial institutions. For example, the subprogramme is going to continue to build on the 2017 United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the joint United Nations-World Bank 2018 study entitled *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict* and the new World Bank Group Strategy for Fragility, Conflict, and Violence (2020–2025).

2.139 The subprogramme plans to support Member States on issues related to COVID-19, including by providing continued technical and substantive advice in the organization of meetings of the Peacebuilding Commission that address the peacebuilding impact of COVID-19, and through the Peacebuilding Fund, working with agencies, funds and programmes to adjust ongoing programmes and welcoming specific programme proposals to mitigate any continued violent conflict risks from the pandemic and support conflict-sensitive recovery efforts.

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

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

## Programme performance in 2020

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

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

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

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

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

2.144 The above-mentioned work contributed to the objective, as demonstrated by Somalia's renewed engagement with the Peacebuilding Commission and approval of eligibility to utilize the Peacebuilding Fund for longer-term peacebuilding efforts in Somalia (see table 2.16).

Table 2.16  
Performance measure

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



2018 (actual)

2019 (actual)

2020 (actual)

Progress on consultations with  
Somalia on Peacebuilding Fund  
eligibility

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

2.145 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach for organizing Peacebuilding Commission meetings, as well as implementing peacebuilding programmes in various conflict-affected situations. The subprogramme supported the Commission during 2020 by introducing an online forum and adapted country and regional discussions to respond to the impact of COVID-19. During most of 2020, visits of the Chair and other members of the Commission to countries and regions of focus for the Commission were not possible owing to the pandemic. The subprogramme intensified its engagement with the United Nations development system on its socioeconomic response framework for COVID-19 and advocated to ensure that responses were conflict-sensitive and enhanced social cohesion. The Peacebuilding Fund also reacted quickly in response to COVID-19 in 2020, working with resident coordinators, agencies, funds and programmes and other partners to understand emerging risks and opportunities, adjusting ongoing programmes and welcoming specific proposals to mitigate violent conflict risks from the COVID-19 pandemic. Nearly half of all Fund-supported programmes required adjustments, while the Fund received an increasing number of targeted proposals as partners identified new peacebuilding needs to address divisions and tensions fuelled by the pandemic or the economic downturn as a result of confinement measures.

2.146 At the same time, however, the subprogramme modified planned deliverables and identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. For example, the Peacebuilding Fund committed \$3.2 million to fill knowledge gaps on the link between climate change and conflict and to facilitate the joint identification of innovative countermeasures in the low-lying atoll nations of Kiribati, Marshall Islands and Tuvalu. The subprogramme also created a “fast track” of the Humanitarian-Development-Peacebuilding and Partnership facility to support resident coordinators in their engagement on COVID-19 with the World Bank. Requests for up to \$50,000 to fund remote or local consultancies were approved in as little as 24 hours to support alignment of United Nations and World Bank efforts and facilitate conflict-sensitive recovery planning. A first wave of fast-track grants, for example, supported the mapping of risks faced by populations in north and north-east Kenya and in the Diffa and Tillabéri regions of the Niger; conflict-sensitive United Nations-World Bank recovery planning in Sierra Leone; and an assessment of the pandemic’s impact on social cohesion and community acceptance in Togo. In respect of the Peacebuilding Commission, the subprogramme modified planned deliverables to support the Commission in creating space for national and regional leaders, in peacebuilding contexts under its consideration, to share their experiences and seek support for efforts to build back better from the pandemic. Building on a series of engagement on the topic throughout the year in collaboration with the Economic and Social Council and the Security Council, the subprogramme, in collaboration with the Department of Economic and Social Affairs, organized the annual joint Economic and Social Council-Peacebuilding Commission meeting, held on 19 November, on the theme of “Fostering global solidarity and conflict-sensitive responses to COVID-19 and its socio-economic impact”. The event promoted coordinated and coherent action by the international community, with an emphasis on financing for sustainable

development and peacebuilding in conflict-affected countries. Members of the Economic and Social Council and the Commission stressed the need for nationally led and inclusive responses to the pandemic, based on the principle of global solidarity and in recognition of the important role of South-South and triangular cooperation in combatting its impact.

## **Planned results for 2022**

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

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

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

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

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

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

2.149 The above-mentioned work contributed to a greater proportion of non-United Nations system briefers informing the Peacebuilding Commission (proportion of non-United Nations briefers was approximately 60 per cent of all briefers in 2020, which is a 50 per cent increase compared with 2019), which met the planned target, reflected in the proposed programme budget for 2020.

2.150 The above-mentioned work also contributed to enhanced programming and informed discussions of the Commission through comprehensive political analysis and strategy by the single regional political, operational structure, and the Peacebuilding Fund, working with and through agencies, funds and programmes, invested approximately \$170 million in 39 countries, which met the planned target, reflected in the proposed programme budget for 2020.

### Programme performance plan for 2022

2.151 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will, among other things, provide technical and substantive advice in the organization of meetings of the Peacebuilding Commission, manage the Peacebuilding Fund and support policy coordination, to promote enhanced coordination and coherence of responses to sustain peace in conflict-affected situations with challenging humanitarian, peace, security and development situations and a large number of operational actors. The expected progress is presented in the performance measure below (see table 2.17).

Table 2.17  
Performance measure

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

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

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

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

### **Programme performance in 2020**

2.152 In 2020, the Peacebuilding Fund continued to support, through its investment and programmatic guidance (both technical and substantive) to United Nations agencies, funds and programmes, the implementation of the Political Agreement for Peace and Reconciliation (APPR-RCA) between the Government of and 14 rebel groups in the Central African Republic in order to support an environment conducive to the planned electoral process. The formation of the special mixed units battalion of the north-west defence zone, comprised of ex-combatants, was officially completed on 13 May 2020, with a graduation ceremony in the presence of the President. A total of 265 elements of the defence and internal security forces and 355 former elements of armed groups, including 29 women, were trained. Support for partners in the justice and transitional justice sector promoted the adoption and implementation of the justice sector policy for the period 2020–2024, the law on legal aid and the law on the Commission on Truth, Justice, Reparation and Reconciliation. Through the investment and programmatic guidance of the Peacebuilding Fund, a national communication strategy on the Political Agreement was finalized and implemented, in which national radio and television and partner radio stations increased focus on programmes sensitive to peacebuilding and social cohesion, and training for 622 leaders of women's and youth organizations on the content of the Political Agreement was given.

2.153 In addition, the Peacebuilding Commission, guided technically and substantively by the subprogramme, convened several meetings throughout the year on key peacebuilding priorities, namely, increasing international attention on and

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

support for the 2020–2021 elections (advocating for resource needs to be met), the implementation of the National Peacebuilding and Recovery Plan and its rule of law components and supporting coherent action by the international community to meet the country's peacebuilding needs. Those meetings informed the written advice adopted and sent by the Commission to the Security Council ahead of the renewal of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic with the aim of ensuring continued focus on the country's peacebuilding needs.

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

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

2.155 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further enhance international attention on and resources in support of the successful conclusion by the Central African Republic of the 2020–2021 electoral process and its aftermath, including through the subprogramme's support for meetings of the Peacebuilding Commission, visits of the Chair, and continued support for the preparation of written advice to the Security Council ahead of the renewal of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, as agreed by the Commission. The expected progress is presented in the performance measure below (see table 2.18).

Table 2.18  
**Performance measure**

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

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		Informed advice from the Peacebuilding Commission to the Security Council on mission mandate renewal		

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

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

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

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

#### *Lessons learned and planned change*

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

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

2.158 This work is expected to contribute to the objective, as demonstrated by increased funding for transitions of United Nations configurations, with 25 per cent of Peacebuilding Fund funding dedicated to mission transitions, and enhanced international awareness of mission transition settings, to address financing gaps during transitions, providing more predictability for partner countries and the United Nations while preparing the ground for longer-term financing (see table 2.19).

Table 2.19

**Performance measure**

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

**Legislative mandates**

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

*General Assembly resolutions*

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

*Security Council resolutions*

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

**Deliverables**

2.160 Table 2.20 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 2.20

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



## **Subprogramme 7**

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

#### **Objective**

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

#### **Strategy**

2.162 To contribute to the objective, the subprogramme will continue to identify areas of work of joint interest and strengthen relationships with the League of Arab States through the pursuit of the common goals and objectives of it and the United Nations. The subprogramme also plans to revitalize activities affected by the COVID-19 crisis and move forward on expanding the relationship, which will contribute to efforts by Member States to make progress on achieving Sustainable Development Goal 16 and their commitments to building effective, accountable and inclusive institutions at all levels. The subprogramme will continue to promote the Charter of the United Nations, in particular Chapter VIII. In addition, the subprogramme will work to deliver capacity-building exercises and staff exchanges and increase channels of communication.

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

- (a) Enhanced partnership and expanded outreach with the League of Arab States in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding;
- (b) Improved capacity of the League of Arab States on conflict prevention, peacemaking and peacebuilding, upon request;
- (c) Improved coordination with the League of Arab States on cooperation activities.

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

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

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

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

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

2.166 The above-mentioned work contributed to the objective, as demonstrated by the agreement between the United Nations and the League of Arab States to establish a follow-up committee to map ongoing efforts by the various entities towards

eradicating multidimensional poverty, assess status and track progress, including through continued work on the Arab strategic framework for the eradication of multidimensional poverty (see table 2.21).

Table 2.21

**Performance measure**

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

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

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

**Planned results for 2022**

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

**Result 1: opening of the liaison office and enhancing engagement activities<sup>13</sup>****Programme performance in 2020**

2.169 The subprogramme held in-person introductory meetings with relevant departments and directorates of the League of Arab States with direct bearing on both political and peacebuilding affairs and peacekeeping, to gain a broader understanding of the work of the League. The subprogramme held meetings with representatives of the permanent missions to the League of Arab States in Cairo. The Head of the United Nations liaison office to the League of Arab States built a stakeholder network to enhance cooperation between the United Nations and the League. The Head of the liaison office also facilitated several meetings for Special Representatives and Special Envoys of the Secretary-General with the League of Arab States, contributing directly to United Nations-League of Arab States cooperation on special political missions. Furthermore, the subprogramme provided coordination between United Nations entities

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

undertaking projects and the League of Arab States and contributed to planning exercises with United Nations agencies, funds and programmes, which resulted in more coherent United Nations engagement and a better understanding of the range of cooperation activities between the Organization and the League of Arab States.

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

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

### Proposed programme plan for 2022

2.172 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen existing communications, hold several interdepartmental meetings, provide capacity-building and staff exchanges, and build on high-level engagement, especially in the area of peace and security through existing special political missions in the region. The expected progress is presented in the performance measure below (see table 2.22).

Table 2.22

### Performance measure

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

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

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

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

2.174 The above-mentioned work contributed to a strengthened relationship and a common approach to issues and increased high-level engagement, which met the planned target, reflected in the programme budget for 2021.

**Proposed programme plan for 2022**

2.175 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will enhance cooperation in accordance with the two organizations' priorities to develop collaborative activities in the form of meetings between the two organizations, consultations, training programmes and workshops, representation, liaison, staff exchanges, joint programmes and support for the aims of the Security Council in increasing engagement with the League of Arab States, including through a desk-to-desk dialogue. The expected progress is presented in the performance measure below (see table 2.23).

Table 2.23

**Performance measure**

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

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

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
			dialogue, and easy and rapid deployability of United Nations good offices	Deepening of exchanges that leverage institutional knowledge of the two organizations

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

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

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

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

#### *Lessons learned and planned change*

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

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

2.178 This work is expected to contribute to the objective, as demonstrated by improved regional capacities for women's meaningful and effective participation in peacemaking, peacebuilding and conflict prevention in the Arab region (see table 2.24).

Table 2.24

**Performance measure**

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

**Legislative mandates**

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

*General Assembly resolution*

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

*Statement by the President of the Security Council*

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

**Deliverables**

2.180 Table 2.25 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.25

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

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

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

### Overall orientation

#### Mandates and background

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

### Programme of work

#### Objective

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

#### Strategy

2.183 To contribute to the objective, the Office will intensify engagement with regional and international actors, including through the Middle East Quartet. It will also increase its engagement with the parties to take specific steps to improve their economic relations, to facilitate critical infrastructure and assistance projects on the ground and avoid unilateral actions that could undermine the resumption of negotiations. The Office will also continue its preventive diplomacy efforts, in particular in Gaza. It will continue to urge the parties to uphold their obligations under United Nations resolutions and international law, including reporting to the Security Council on resolution [2334 \(2016\)](#), in which the Council called for the cessation of all settlement-related activities by Israel. The Office will also continue to advocate improved relations between Israel and the Palestinian Authority with respect to economic cooperation and policy changes in Area C of the occupied West Bank. The Office will further engage all parties to reduce movement and access restrictions to Gaza and work with political, religious and community leaders to prevent violence, incitement to violence and other provocative actions and rhetoric on the ground.

2.184 The Office will support efforts to re-establish Palestinian national unity and encourage Palestinian parties to overcome outstanding differences in line with Egyptian-led intra-Palestinian reconciliation efforts. The Office will support the Palestinian Authority in advancing its State-building agenda and strengthening its institutions, including the Palestinian Legislative Council, its economy and public

service delivery. The Office will also encourage both the Government of Israel and the Palestinian Authority to update their economic relations. The Office will continue to coordinate the delivery of assistance programmes that respond to short-, medium- and long-term development needs in the West Bank and Gaza. The Office will also continue to engage with relevant international and regional development institutions to coordinate fundraising and priority-setting, and improve humanitarian and economic conditions, including through interventions endorsed by the Ad Hoc Liaison Committee for the Coordination of the International Assistance to Palestinians.

2.185 For 2022, the Office's planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include working with the Palestinian and Israeli authorities, the United Nations country team, international partners, civil society and all relevant interlocutors to support the recovery from the socioeconomic consequences of COVID-19 in the West Bank and Gaza, including through strengthening health systems, improving social protection and supporting small- and medium-sized enterprises.

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

- (a) Advancing meaningful negotiations aimed at resolving the Israeli-Palestinian conflict on the basis of the two-State solution and internationally recognized parameters on the final status issues;
- (b) Preventing armed conflict and the continued implementation of a comprehensive conflict prevention package;
- (c) Easing the impact of the closures of Gaza on its inhabitants;
- (d) Reducing future Palestinian humanitarian needs and accelerating sustainable development outcomes, including the recovery from COVID-19;
- (e) Advancing intra-Palestinian reconciliation and reuniting Gaza and the occupied West Bank under a single, legitimate and democratic Palestinian national authority;
- (f) Advancing effective Palestinian governance based on the rule of law, notwithstanding political and fiscal constraints.

### **External factors for 2022**

2.187 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) The two-State solution remains viable, in line with relevant United Nations resolutions and bilateral agreements;
- (b) All parties retain the political will to maintain a ceasefire in Gaza and support de-escalation efforts led by the Office;
- (c) Israeli and Palestinian interlocutors and regional and international stakeholders continue to engage in meaningful dialogue and cooperation with the Office and the United Nations country team in the performance of their functions;
- (d) There is adequate political support from Member States and financial support from donors;
- (e) The security situation in the area is favourable, including in Gaza, to allow for the implementation of humanitarian and development programmes;



(f) There is positive progress towards Palestinian national unity and reconciliation;

(g) The parties begin to take tangible steps to improve the situation on the ground, as outlined in the recommendations of the Quartet report of 1 July 2016 (S/2016/595, annex).

2.188 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.189 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office continues to strive to engage more systemically with women and youth groups in its outreach to civil society, in order to support the integration of a gender perspective in peacebuilding and development efforts at the grassroots level and in support of the implementation of Security Council resolution 1325 (2000). The Office encourages and supports greater membership, contribution and participation of women in Palestinian institutions.

2.190 With regard to cooperation with other entities at the global, regional, national and local levels, as the only Quartet envoy based on the ground, the Special Coordinator represents the Secretary-General in the Quartet, promoting greater information-sharing and coordination among international and regional partners. The Office will continue to promote the Quartet's role in helping to re-establish meaningful negotiations on final status issues, in line with relevant United Nations resolutions and bilateral agreements. The Office will remain an active participant in the Ad Hoc Liaison Committee and will continue to coordinate with other Committee members, including the International Monetary Fund and the World Bank, to ensure the efficacy of the forum in recommending tangible actions to both parties. Lastly, the Office will strive to maintain the multilateral cooperation established with other international partners in its coordination of the response to the COVID-19 pandemic in the West Bank and Gaza.

2.191 With regard to inter-agency coordination and liaison, the Office leads the coordination of the more than 20 United Nations resident and non-resident agencies, funds and programmes in responding to the development and humanitarian needs of the Palestinian people. This leading role encompasses facilitating inter-agency collaboration to maximize impact through meetings of the United Nations country team, identifying opportunities for joint programming and actively promoting and participating in sectoral and thematic working groups. The Office coordinates with regional United Nations entities, for example, the regional Development Coordination Office, the regional offices of United Nations agencies, funds, and programmes, and the Economic and Social Commission for Western Asia, to leverage available expertise and identify opportunities for collaboration.

## **Evaluation activities**

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

## Programme performance in 2020

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

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

2.194 The COVID-19 pandemic created a public health emergency for Palestinians, which resulted in a sharp erosion in their humanitarian and development situations. This emergency was further compounded by a breakdown in Israeli-Palestinian coordination from May through November 2020, which threatened both the viability of Palestinian institutions and the progress on socioeconomic development achieved in the past two decades. The Office worked intensively to create the conditions necessary for an effective international and national response to the pandemic.

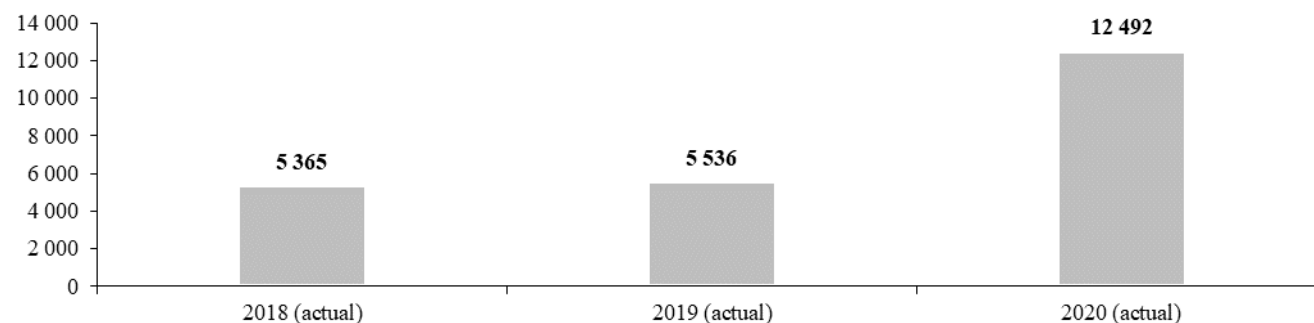
2.195 The Office also met continuously with Palestinian and Israeli authorities to facilitate deliveries of medical and humanitarian items to Gaza and the West Bank, including with the relevant authorities in Gaza, to strengthen the Palestinian Government's overall response to the pandemic. During the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

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

2.196 The above-mentioned work contributed to the objective, as demonstrated by the increase in the number of truckloads of humanitarian deliveries into Gaza. In 2020, these included medical supplies of more than 171,000 COVID-19 polymerase chain reaction tests; approximately 7 million infection protection and control items; 95 ventilators; 40 oxygen concentrators; 75 patient monitors; and 37 intensive care unit beds and 86 other patient beds, distributed across both the West Bank, including East Jerusalem, and Gaza (see figure 2.XII). The Office's contribution toward its objectives was also evidenced by the resumption of coordination between Israel and the State of Palestine and the subsequent transfer of \$1.1 billion in revenue to the Palestinian Authority in December 2020, compared with none during the period from May to November 2020, which have and will continue to improve the Palestinian public health response to COVID-19 and accelerate the socioeconomic recovery across the Occupied Palestinian Territory.

Figure 2.XII

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



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

2.197 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The Special Coordinator was unable to engage in face-to-face discussions with fellow members of the Middle East Quartet and other regional and international partners, including for the Ad Hoc Liaison Committee, which moved to a virtual format. While the Office could not conduct in person two planned civil society workshops focused on peacebuilding, the workshops were held virtually. Moreover, the Office's planned social media campaign had to be suspended owing to the shift in focus from political to health and COVID-19-related matters. Overall, owing to the changing circumstances resulting from COVID-19, in-person political outreach and coordination were drastically scaled down and engagement was conducted predominantly by telephone or by virtual means. Given the complexity of much of the subject matters discussed with interlocutors, changing to a virtual format presented numerous challenges. The Office's role in coordinating the delivery of assistance and critical support to the Palestinian people and Palestinian authorities increased significantly. The assistance included mobilizing international and donor support to respond to the pandemic; negotiating continued access to the West Bank and Gaza; ensuring coordination between Israeli and Palestinian authorities and international agencies to support COVID-19 response measures; and supporting the Palestinian Government in mitigating and recovering from the longer-term socioeconomic impacts. To these ends, the Special Coordinator and Deputy Special Coordinator have continuously engaged virtually with donors and with the relevant Israeli and Palestinian authorities, including in person when conditions permitted. The Deputy Special Coordinator chaired weekly COVID-19 task force meetings, met with partners and donors multiple times per month and worked directly with the Palestinian Prime Minister's Office on the integrated response.

2.198 At the same time, however, the Office identified modified activities, within the overall scope of the objectives of the programme, on issues related to the COVID-19 pandemic. Reflecting the acute emergency, the Office modified its quarterly socioeconomic reports and its biannual reports to the Ad Hoc Liaison Committee to focus on the socioeconomic impact of the pandemic, and increased its meetings, donor outreach and coordination with the parties. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

2.199 Reflecting the importance of continuous improvement and responding to evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. One such lesson learned was the challenges of holding virtual meetings. While the reach of meetings and number of participants could increase owing to the use of videoconferencing technology, that advantage was offset by more limited confidentiality, a lack of critical networking opportunities for participants, and

the absence of side conversations that further advance common positions. Meetings often required for delicate and complex discussions were done virtually, which were not favoured by many interlocutors in the Occupied Palestinian Territory, especially in Gaza. These challenges persist for delivering training or capacity-building, where civil society actors are sometimes less inclined to participate fully through virtual modalities. In applying the lesson, the Office will carefully assess the merits of virtual technology for specific planned activities, including hybrid delivery to leverage reach while maintaining advantages of in-person engagement.

## **Planned results for 2022**

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

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

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

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

2.202 The above-mentioned work contributed to the increase in the regular availability of electricity in Gaza from an average of 8 hours per day in 2019 to an average of 12.67 hours per day in 2020, which met the planned target of an increase in the availability of electricity in Gaza, reflected in the proposed programme budget for 2020.

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

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

2.204 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards this objective, the Office will

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

continue to engage with all sides to return to the 2014 ceasefire arrangements, alleviate the suffering of the population in Gaza, protect civilians and accelerate socioeconomic recovery. The expected progress is presented in the performance measure below (see table 2.26).

Table 2.26  
Performance measure

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

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

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

### **Programme performance in 2020**

2.205 The Office has carried out good offices work on behalf of the Secretary-General, including to prevent a broad escalation of conflict between Israel and armed groups in Gaza and maintain relative stability in Gaza. The Office engaged with the Palestinian Authority, Israel and key international partners to implement a package of critical humanitarian and economic interventions for Gaza endorsed by the Ad Hoc Liaison Committee.

2.206 The Office also supported intra-Palestinian reconciliation and continued to work to deliver its programmes throughout the Occupied Palestinian Territory, including the provision of technical assistance to the Palestinian Central Elections Commission. Furthermore, the Office continued to underscore that the continuing policy of settlement construction and expansion, the demolition and seizure of Palestinian-owned structures, continued violence, incitement and militant activity served only to impede efforts to achieve a negotiated solution to the conflict.

2.207 The above-mentioned work contributed to the preparedness of the Central Elections Commission for the Palestinian elections, which met the planned target, reflected in the programme budget for 2021.

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

2.208 The above-mentioned work also contributed to limiting the growth in the average unemployment rate in Gaza to 46.6 per cent in 2020, which did not meet the target to keep the unemployment rate in Gaza below 45 per cent, reflected in the programme budget for 2021. The planned 2020 target could not be met owing primarily to the economic impact of the COVID-19 pandemic and the resulting public health restrictions, including on economic activity. Additional results on the ceasefire and electricity are reflected under result 1 above.

### Proposed programme plan for 2022

2.209 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will engage with a wide range of interlocutors, including civil society, the Middle East Quartet and at the international and regional level, to urge Israeli and Palestinian leaders to take concrete steps to create the conditions for the resumption of negotiations that will end the conflict and resolve all final status issues; strengthen its advocacy in support of the launching of negotiations between the parties to resolve the conflict; and increase the visibility of its activities. The expected progress is presented in the performance measure below (see table 2.27).

Table 2.27  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		Central Elections Commission is prepared for the Palestinian elections	Palestinian legislative and presidential elections take place	Palestinian Legislative Council and the President exercise their functions in line with their mandates
			Reunification of Gaza and the West Bank	Gaza and the West Bank unification is strengthened under a single, democratic, national government
Unemployment rate in Gaza at 52 per cent	Unemployment rate in Gaza at 46 per cent	Unemployment rate in Gaza at 46.6 per cent	Unemployment rate in Gaza below 42 per cent	Unemployment rate in Gaza below 42 per cent

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

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

#### Proposed programme plan for 2022

2.210 The Israeli-Palestinian political context continues to evolve amid significant regional and international developments, some of which may positively influence the prospects for establishing a two-State solution and ending the occupation that started in 1967. The Office has been actively engaged in pursuit of these objectives through the Special Coordinator's efforts to reinvigorate the Middle East Quartet and support Palestinian State-building efforts, its institutions and economy, notwithstanding

severe political and fiscal challenges. This has included, among other things, increasing the frequency of virtual Quartet envoy meetings and efforts to establish a meaningful dialogue between Israelis, Palestinians and regional partners.

*Lessons learned and planned change*

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

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

2.212 This work is expected to contribute to the objective, as demonstrated by joint proposals from the Quartet and the formulation of strategies, together with Arab and international partners, in conjunction with the parties, aimed at establishing a meaningful political process that will achieve a negotiated two-State solution based on United Nations resolutions, international law and prior agreements (see table 2.28).

Table 2.28

**Performance measure**

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

**Legislative mandates**

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

*General Assembly resolutions and decisions*

<a href="#">48/213</a>	Assistance to the Palestinian people	<a href="#">75/24</a>	The Syrian Golan
<a href="#">49/88</a>	Middle East peace process	<a href="#">75/99</a>	The occupied Syrian Golan
<a href="#">75/22</a>	Peaceful settlement of the question of Palestine	<a href="#">75/126</a>	Assistance to the Palestinian people

*Security Council resolutions*

<a href="#">1860 (2009)</a>	<a href="#">2334 (2016)</a>
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**Deliverables**

2.214 Table 2.29 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 2.29

**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report of the Secretary-General on the implementation of Security Council resolution <a href="#">2334 (2016)</a>	1	2	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
2. Monthly Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution <a href="#">2334 (2016)</a>	12	12	12	12
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Committee for Programme and Coordination	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
6. Reports to the Ad Hoc Liaison Committee on recommended actions to bring about positive changes on the ground	2	2	2	2
7. Socioeconomic reports on the Palestinian economy	4	4	4	4
8. Monitoring and evaluation report of the implementation of the United Nations Development Assistance Framework 2018–2022	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Good offices:</b> visits to countries in the region to seek support for political initiatives.				
<b>Consultation, advice and advocacy:</b> consultations with Governments and their accredited representatives, relevant parties, non-governmental and civil society organizations, academia and think tanks on the political, socioeconomic and humanitarian situation; consultations of the Special Coordinator and the Deputy Special Coordinator with the parties and other relevant actors on actions and measures to de-escalate tensions and mobilize resources; participation in the Middle East Quartet and its efforts to advance the negotiations and the two-State solution; advisory services to Israeli and Palestinian interlocutors on the implementation of the Gaza Reconstruction Mechanism and on the implementation of the package of humanitarian and economic interventions for Gaza approved by the Ad Hoc Liaison Committee; briefings to the international community and regional parties on the political, socioeconomic and humanitarian situation; and technical support to the Palestinian Central Elections Commission.				



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:** facilitation of the exchange of information and developing partnerships with 80 civil society organizations, as well as academic institutions and non-governmental organizations, and further outreach to civil society organizations in Israel and the Occupied Palestinian Territory to enhance their interaction with and understanding of the Office's vision and activities.

**External and media relations:** maintenance of a database of more than 1,100 subscribers, in addition to some 150 local, regional and international media outlets (more than 500 media personnel); press conferences in the presence of 35 key international media outlets (television, radio and print); and online public statements and press releases (UNSCO website and social media platforms) and dissemination to more than 1,500 individuals, including diplomatic missions, civil society organizations, think tanks and media personnel.

**Digital platforms and multimedia content:** up-to-date content for the Office's website, intranet and social media platforms, including an organizational Twitter account and a Special Coordinator Twitter account, which contain all publications and serve as key platforms for receiving and disseminating information for internal/external stakeholders, including the interested public and partners.

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

### Overall orientation

#### Mandates and background

2.215 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory is responsible for recording, in documentary form, the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [ES-10/17](#).

2.216 Since 2008, when the Office of the Register of Damage became operational and commenced outreach and claim intake in the Occupied Palestinian Territory, work has been completed in 267 of 271 communities located along the completed constructed section of the wall, touching the lives of more than 1.5 million Palestinians in the West Bank, and work is in progress in the remaining communities. More than two terabytes of impartial and verified information documents the material losses sustained by the Palestinian people. Once completed, the Register of Damage may serve as a catalyst in support of the Israeli-Palestinian peace process.

### Programme of work

#### Objective

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

## Strategy

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

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

- (a) Increased number of and continued efficiency in processing of claims, leading to a reduction in the gap between collected and unprocessed claims;
- (b) Increased number of institutional, residual and potential new claimants;
- (c) Reduced turnaround time in obtaining rectifications of incomplete or deficient claims.

## External factors for 2022

2.220 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) There is political will and cooperation on the part of all parties concerned;
- (b) Extrabudgetary resources are available for maintaining a needed presence on the ground;
- (c) The overall security situation in the West Bank and the region does not adversely affect stability, thus rendering it impossible to carry out the mandate of the Register of Damage.

2.221 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.222 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, in the course of the outreach campaign, all female mayors and Chairs of local councils are invited to training events organized by the Office. In addition, consultations will be conducted with local women's committees in all communities in which outreach and claim intake activities are planned. The Office will continue to pay special attention to informing potential

female claimants of the possibility of and requirements for submitting claim forms and will provide them with assistance and guidance in the preparation of their claims.

2.223 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, the Register of Damage will continue to make special arrangements for the intake of claims from claimants with disabilities. These arrangements include on-site support of claimants, which allows claimants with disabilities to file their claims without having to travel.

2.224 With regard to inter-agency coordination and liaison, the Office cooperates closely with the United Nations Office for Project Services, which is the key provider of logistical, human and financial resources services in the implementation of outreach and claims collection activities funded by extrabudgetary resources. In addition, the Office benefits from close cooperation with the Department of Political and Peacebuilding Affairs and the Office for the Coordination of Humanitarian Affairs.

### **Programme performance in 2020**

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

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

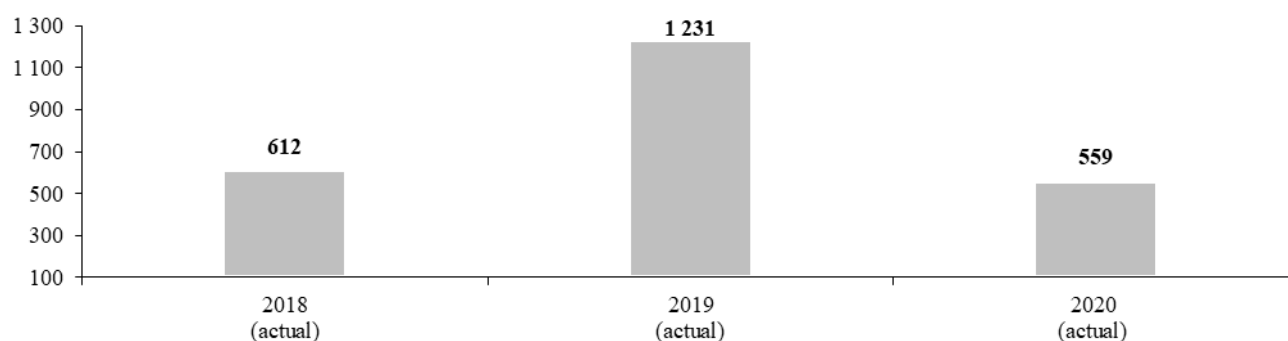
2.226 As at 31 December 2020, 72,218 claim forms had been collected. The Office put a strong emphasis on resolving outstanding rectifications of deficient or incomplete claims received. That process included contacting claimants or local authorities by telephone and encrypted e-mail and advising on missing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

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

2.227 The above-mentioned work contributed to the objective, as demonstrated by the number of rectifications conducted by the Office (see figure 2.XIII).

Figure 2.XIII

#### **Performance measure: total number of claims rectified (annual)**



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

2.228 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included the Office not being able to hold meetings of the Board of the Register of Damage in Vienna in view of travel restrictions. The Board meets in person owing to confidentiality requirements. Hence, while virtual meetings with the Board were held to discuss strategy and its annual progress report to the General Assembly, the Board was unable to review claims and decide on the inclusion of processed damage claims into the Register. In addition, the impact of COVID-19 and the ensuing restrictions in the Occupied Palestinian Territory resulted in fewer claims being collected. Scanning of claim forms and including them into the database of the Register could take place only at a reduced level owing to the lockdown. The translation and review of claims was temporarily affected owing to the need to set up for the first time a secure and confidential offline system that would allow the staff of the Office to process the least complex claims remotely during the lockdown, as a business continuity measure. Outreach activities continued through alternative means such as by telephone and videoconference. Lastly, the planned training of mayors and other officials of affected communities had to be postponed owing to travel restrictions. In lieu of planned in-person training of mayors and other officials of affected communities in the Occupied Palestinian Territory, the Office has been developing virtual training for mayors and other officials with a focus on potential claimants of public claims. This one-on-one training was rolled out as a pilot initiative in the fourth quarter of 2020.

2.229 New ways of claims processing were identified and successfully operationalized, where feasible. In full consideration of confidentiality requirements, the Office developed and rolled out offline solutions where confidential data are stored in a physical, encrypted data carrier, which enabled its staff to process claims remotely in the most secure manner. The exchange of data is a physical direct transfer that allowed translators and reviewers to process collected claims, notwithstanding the lockdown and other COVID-19-related restrictions, thus reducing the number of unreviewed claims. In addition, the annual progress report of the Board of the Register of Damage to the General Assembly was completed on time by means of virtual meetings with the members of the Board. These changes had an impact on the programme performance in 2020, as specified in results 2 and 3 below.

2.230 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will consider and mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include leveraging videoconferencing in the context of outreach activities. Previous years' practice of the Register of Damage was to conduct capacity-building for Palestinian local Palestinian mayors and other officials to inform them of the requirements to fill in claim forms. Given the political and domestic security situation that also affects the movement of local Palestinians within the governorates in different locations, this training usually took place in Aqabah, Jordan. However, given the COVID-19 situation and the restriction on movement, as well as to ensure the continuation of providing partners with the assistance needed to complete public resources damage claims, the Office initiated targeted virtual training, conducted from Vienna, to address each community separately. While the format may not fully replace in-person training in future, it is being considered as a complementary tool to increase the outreach and capacity-building efforts towards the Office's beneficiaries.

## Planned results for 2022

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

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

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

2.232 As at 31 December 2020, 72,218 claim forms had been collected. In line with General Assembly resolution [ES-10/17](#), the Board of the Register of Damage is to meet at least four times annually in Vienna to review and decide on the inclusion of claims into the Register. The physical presence of the Board members ensures that the confidentiality requirements are being met and that the integrity of the process is maintained. Owing to the travel restrictions caused by the COVID-19 pandemic, physical Board meetings were not possible. Virtual Board meetings to decide on the inclusion of processed claims could not be held, given that a process to maintain the confidentiality and safety of data still has to be developed.

2.233 However, the review and processing of claims by the Office of the Register of Damage continued throughout the reporting period. Consequently, a substantial number of claims are ready for the Board to decide on.

2.234 The above-mentioned circumstances contributed to no claims being decided, which did not meet the planned target of 4000 claims, reflected in the proposed programme budget for 2020.

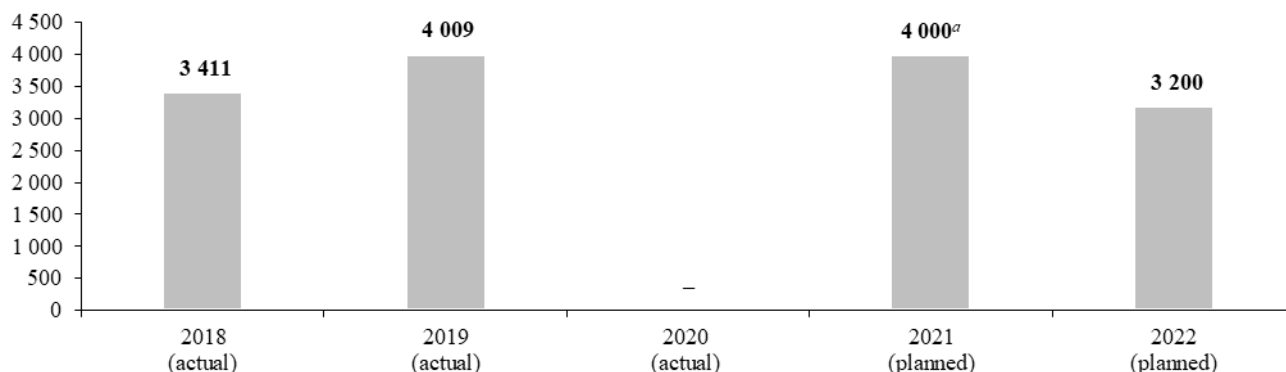
#### **Proposed programme plan for 2022**

2.235 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office and the Board of the Register of Damage will resume the processing and review of and the taking of a decision on at least 3,200 damage claims in 2022. The reason for the expected decrease in decided claims by the Board is the increased complexity of claims, as further shown in result 3 below. The expected progress is presented in the performance measure below (see figure 2.XIV).

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

Figure 2.XIV

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



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

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

### **Programme performance in 2020**

2.236 The Office has, notwithstanding the restrictions resulting from the COVID-19 pandemic, continued with the processing and legal review of claims, thus decreasing the number of unreviewed claims and reducing the gap between collected and unreviewed claims.

2.237 The above-mentioned work contributed to a reduction in the gap between unreviewed and collected claims to 32,215, which did not meet the target of reducing the number of unprocessed claims to 30,760, reflected in the programme budget for 2021. The higher number of claims to be reviewed by the Office is attributable to the lockdown and ensuing restrictions, which disrupted the work of the Office substantially, and a larger number of claims collected in 2020 (1,201 claims) than projected (1,000 claims).

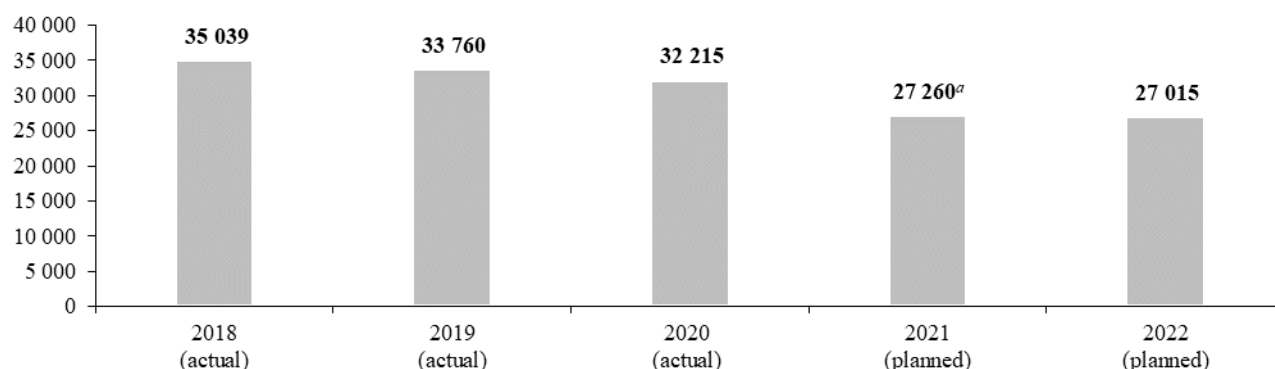
### **Proposed programme plan for 2022**

2.238 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will undertake the processing of at least 3,200 claims in 2022, which will reduce the number of unreviewed claims to 27,015, which takes into consideration an estimated 500 new claims collected in 2021 and 2022. The expected progress is presented in the performance measure below (see figure 2.XV).

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

Figure 2.XV

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



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

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

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

2.239 The Office of the Register of Damage increased the focus on processing of more complex claims, including on stand-alone claims and complex public resource and employment claims, which require a lengthier review than needed for, for example, claims by several heirs for the same loss(es). The process included the scanning, translation, rectification and legal review of collected claims for further submission to the Board for final decision on the inclusion in the Register. By reviewing a larger group of employment claims (tripling the number of employment claims reviewed in 2020, compared with 2019), for example, the Office identifies claim scenarios that require further decisions by the Board on eligibility and evidence and the development of related guidelines. As noted in paragraph 2.232 above, owing to the travel restrictions caused by the COVID-19 pandemic, in-person Board meetings were not possible in 2020, resulting in no claims being decided.

#### *Lessons learned and planned change*

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

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

2.241 This work is expected to contribute to the objective, as demonstrated by approval of improved guidelines by the Board covering 80 per cent of the employment loss scenarios identified to date (see table 2.30).

Table 2.30  
Performance measure<sup>a</sup>

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

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

## Legislative mandates

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

### General Assembly resolution

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

2.243 Table 2.31 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 2.31  
Deliverables for the period 2020–2022, by category and subcategory

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



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

## United Nations Office to the African Union

### Overall orientation

#### Mandates and background

2.244 The United Nations Office to the African Union was established on 1 July 2010 pursuant to General Assembly resolution [64/288](#). The Office integrated the former United Nations Liaison Office at Addis Ababa, the African Union Peacekeeping Support Team and the United Nations planning team for the African Union Mission in Somalia (AMISOM), as well as the support elements of the Joint Support and Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur.

2.245 The mandate of the Office is to enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and streamline the United Nations presence in Addis Ababa to enhance coherence and efficiency in delivering United Nations assistance to the African Union. In its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#), [2320 \(2016\)](#), [2378 \(2017\)](#) and [2457 \(2019\)](#), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, the operationalization of the African Peace and Security Architecture and implementation of the Silencing the Guns initiative.

2.246 The Office seeks to take effective collective measures for the prevention and removal of threats to peace and the suppression of acts of aggression or other breaches of the peace, and to achieve by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In that connection, the Office works to strengthen collaboration with the African Union in addressing threats to peace and security, consistent with Chapter VIII of the Charter.

2.247 The Office's main areas of work are to: (a) further develop and implement the strategic partnership between the United Nations and the African Union in the area of peace and security; and (b) partner with the African Union in efforts to enhance capacities to jointly address challenges to peace and security in Africa. The Office provides an improved mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. The Office seeks to build a common United Nations-African Union understanding of the causes and drivers of conflicts and potential conflicts, from which collaborative initiatives to prevent, manage and resolve conflicts can be developed. The Office works closely with United Nations peacekeeping operations and special political missions on the

continent and, in so doing, enhances United Nations peace and security relations with the African Union. Furthermore, the Office provides support to United Nations good offices initiatives in southern and eastern Africa, in coordination with the African Union and the respective subregional organizations. The Office works with the African Union to develop and implement joint approaches to preventing and addressing conflicts in Africa, and to ensure greater collaboration between the African Union and the various United Nations field missions throughout the continent.

2.248 The Office seeks to consolidate the partnership with the African Union in the planning and management of peace operations and the development of institutional capacities to strengthen the partnership in initiatives geared towards preventing, managing and resolving conflicts. To consolidate a “One United Nations” approach in the partnership with the African Union in peace and security, the Office coordinates its work with other United Nations entities, in particular through opportunities and interest-based coalitions. The Office also participates in the mechanisms based in Addis Ababa that coordinate donors and other partners.

## **Programme of work**

### **Objective**

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

### **Strategy**

2.250 To contribute to the objective, the Office will support the implementation of the priorities of the African Peace and Security Architecture, including its linkages with the African Governance Architecture, namely: conflict prevention; crisis/conflict management; post-conflict reconstruction and peacebuilding; strategic security issues; and coordination and partnership. As part of its overall strategy, the Office builds on a strong existing relationship between the United Nations and the African Union and on continued consultation with key partners on important political and operational priorities. As part of its strategic and operational plans, the Office will engage with the African Union at the senior and operational levels through the United Nations-African Union annual conference, the United Nations-African Union Joint Task Force on Peace and Security and desk-to-desk meetings, in order to ensure coordination and coherence between the two organizations and to review and monitor progress on the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Office will also continue to support the Secretary-General, the Deputy Secretary-General and the Special Representative of the Secretary-General to the African Union and Head of the United Nations Office to the African Union in their participation in African Union summits so that they can engage with African Union member States and articulate United Nations positions in the context of the Joint Framework. The Office will continue to facilitate consultations, including as Co-Chair with the African Union, in the biannual meeting of the Peace and Security Cluster of the Regional Coordination Mechanism for Africa on the renewed United Nations-African Union Partnership on Africa’s Integration and Development Agenda 2017–2027. In addition, the Office will support engagements by Member States, including the annual joint consultative meeting of the Security Council and the African Union Peace and Security Council and the meetings of the political counsellors of the Committee of Experts of the two Councils. The Office will regularly engage the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives

Committee, through both formal and informal interactions. The Office will also maintain regular interactions on thematic and country-specific situations and seek to develop a common understanding and, where possible, a common position, so as to build on mutual interests. The Office will work to strengthen coordination mechanisms among United Nations entities and other key partners, such as the regional economic communities, regional mechanisms and the European Union.

2.251 It is recognized that threats to peace and security in Africa are evolving and have become more complex. It is therefore essential that collaboration extend to the regional economic communities and regional mechanisms. The areas of focus for the Office are to strengthen strategic coherence throughout the conflict cycle in tandem with the African Union, the regional economic communities and the regional mechanisms; strengthen strategic coordination and partnership throughout the conflict cycle; increase operational synergies; and provide support in addressing ongoing conflicts in Africa. Actions will include operationalizing components of the African Peace and Security Architecture through activities carried out primarily with the African Union Commission, including African Union-authorized operations such as the Multinational Joint Task Force on Boko Haram, the Joint Force of the Group of Five for the Sahel, the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army and AMISOM. With the support of United Nations Headquarters, the Office will continue to work towards strengthening the capacities of the African Union in critical areas of expertise, thus enabling the African Union to plan and manage its ongoing and future peace operations. In the process, the Office will work closely with various other partners and United Nations entities, while participating in relevant coordination mechanisms to enhance cohesion in efforts to support and collaborate with the African Union. The Office will continue to contribute to implementing the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, as agreed by the Secretary-General of the United Nations and the Chairperson of the African Union Commission. The action plans for the Office are focused on support for the following strategic priorities, as set out in the Joint Framework: preventing and mediating conflict and sustaining peace; responding to conflict, including through peace support operations; addressing root causes of conflict; enhancing the partnership between the United Nations, the African Union, the regional economic communities and the regional mechanisms; and ensuring continuous partnership review. Those areas are all implemented within the context of strengthening human rights compliance.

2.252 In addition, the Office will continue to lead or support coordination mechanisms with United Nations entities and other key partners to ensure synergy and coherence in delivering assistance to the African Union. The Office will also prioritize strengthening collaboration with the African Union in advancing the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security. The Office will continue to support the strengthening of the mediation capacity of the African Union, including through support for the deployment of mediation experts of the Network of African Women in Conflict Prevention and Mediation (FemWise-Africa) to Côte d'Ivoire, Libya and Mali. Efforts would also be focused on the inclusion of women in all aspects of conflict prevention, conflict management and conflict resolution, including support for training and rostering of female officers in peace support operations and in addressing root causes of conflict.

2.253 Furthermore, the Office will undertake various initiatives to build the institutional capacities of the African Union Commission to prevent, manage and respond to conflicts affecting the African continent, as well as to address root causes perpetuating conflicts. To that end, the Office will provide technical expertise and strategic advice and support to address threats to peace and security. Collaboration with all African Union entities will take into consideration the terms of the Joint

United Nations-African Union Framework for Enhanced Partnership in Peace and Security, Agenda 2063: The Africa We Want and other policy documents.

2.254 The Office plans to work with the African Union and the regional economic communities and regional mechanisms to support States members of the African Union on issues related to the coronavirus disease (COVID-19) pandemic by enhancing efforts to address the peace and security impact of the pandemic through conflict prevention, mediation and good offices initiatives.

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

(a) Strengthened capacity of the African Union, the African Union Commission, the regional economic commissions and the regional mechanisms with regard to conflict prevention, management and resolution;

(b) Synergized collaboration in addressing threats to peace and security and the root causes of conflicts in the region and on the continent.

## **External factors for 2022**

2.256 With regard to external factors, the overall programme plan for 2022 is based on the following assumptions:

(a) There is continued political will and commitment among the United Nations and the African Union in promoting cooperation with regional and subregional organizations in peace and security;

(b) Extrabudgetary funding is available;

(c) The African Union has the necessary human and financial capacity to effectively deliver on mandates to address peace and security challenges in Africa.

2.257 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.258 The Office integrates gender and youth perspectives in its operational activities, deliverables and results, as appropriate. For example, the Office will support the integration of gender in all areas of its work; assist with harmonizing and streamlining United Nations and African Union efforts to institutionalize gender-responsive policymaking and programming; increase the equal participation, representation and full involvement of women in preventive diplomacy, mediation and sustaining peace, including through the provision of support to FemWise-Africa and the African Women Leaders Network; enhance the mainstreaming of the women and peace and security agenda in joint activities with the African Union Commission and the Intergovernmental Authority on Development in preventing and addressing conflict and peacebuilding, including through conducting capacity-building activities; set up a gender focal point system; and develop a standardized gender mainstreaming manual for the African Union. The Office will also support the efforts of the African Union and the regional economic communities and regional mechanisms to mainstream gender in sustaining peace initiatives through capacity-building in the rule of law sector, principally in security sector reform, in disarmament, demobilization and reintegration and in mine action. The Office will also work with the African Union, regional economic communities, regional mechanisms and Member States to build the capacity of women leaders in countries emerging from conflict or in transition, through training and mentorship programmes. The Office will

also support the implementation of the Continental Framework for Youth, Peace and Security of the African Union, including the priority activities identified in the ten-year implementation plan for the Continental Framework (2020–2029). The Continental Framework is the outcome of six subregional consultations that were supported by the Office in 2019.

2.259 With regard to cooperation with other entities, in its support to the African Union, the Office will engage as necessary with various issue-based coalition working groups to promote a coordinated United Nations approach in the partnership with the African Union Commission. The Office will continue to maintain effective relationships with a variety of partners, including external partners and stakeholders, while providing technical and expert advice and support in peace and security on the continent. Collaboration with all entities will take into consideration the context of Agenda 2063 of the African Union and other African policy documents, as well as the 2030 Agenda for Sustainable Development. The Office will maintain effective relationships, interaction and coordination with the Commission and the African Union Peace and Security Council, as well as all other structures within the African Peace and Security Architecture. Furthermore, as part of efforts to support continental unity, integration and goals, the Office will continue collaborating with the regional economic communities and regional mechanisms on a continual basis, while providing technical and expert advice. In cooperation with partners, the Office will further maintain regular interactions on thematic and country-specific situations and will seek common positions for the United Nations and the African Union to build on mutual interests, while ensuring that coordination mechanisms between United Nations entities and other key partners such as the European Union, regional economic communities and regional mechanisms are enhanced, so as to ensure synergy in collaboration and in supporting the Commission.

## **Evaluation activities**

2.260 The evaluation of the Norwegian project (2017–2020), completed in 2020, has guided the programme plan for 2022.

2.261 The findings of the evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, because of its relevance to the United Nations, the African Union and other stakeholders, the Norwegian project was extended for the period 2020–2022. In view of the capacity-related challenges at the African Union Commission, it was recommended that, for the subsequent phases of the project, one dedicated focal point at the operational level be embedded at the Department of Political Affairs, Peace and Security of the Commission, to facilitate the effective and efficient implementation of project activities, including the writing and keeping of project reports for the main beneficiary of the project.

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

## **Programme performance in 2020**

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

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

2.264 The Office works to further strengthen the strategic partnership with the African Union to seek solutions to the increasingly complex and dynamic peace and

security challenges in Africa. The United Nations and the African Union have comparative advantages and leverage that are more effective when deployed in a complementary and mutually reinforcing manner.

2.265 The Office has strengthened political engagements with African Union organs; supported closer collaboration between the Security Council and the Peace and Security Council and between the United Nations Secretariat and African Union Commission; supported joint conflict prevention and mediation initiatives and provided a range of capacity-building support to the African Union. The Office also briefed the Peace and Security Council, thus facilitating opportunities for frequent interactions between the two organizations, and supported joint field missions conducted by senior officials from the Commission and the Secretariat.

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

2.266 The above-mentioned work contributed to the objective, as demonstrated by a strengthened African Union-United Nations partnership to promote the peace and security agenda in Africa (see table 2.32).

Table 2.32

**Performance measure**

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

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

2.267 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included fewer formal briefings and informal interactions between the Office and African Union organs, such as the Peace and Security Council, due to limitations of working virtually. The annual desk-to-desk meeting was postponed to 2021. Scheduled joint assessment missions with the African Union for AMISOM in Somalia and the Multinational Joint Task Force in the Lake Chad Basin could not take place due to COVID-19 travel restrictions. Because of the public health challenge, the Office engaged in more frequent virtual joint horizon scanning meetings with the African Union to support early warning and conflict prevention, as well as virtual meetings to promote engagement for policy development. However, virtual interactions have limitations with regard to building working relationships, and technological challenges due to internet connectivity interruptions in Ethiopia and other countries on the continent further affected programme delivery. In addition, certain aspects for which personal interaction is essential, such as joint assessments and some operational activities, could not be finalized online. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

2.268 At the same time, however, the Office identified activities to support Member States on issues related to COVID-19 within the overall scope of its objectives, namely, the provision of advice and support to the African Union Commission in developing security plans for implementing the COVID-19 joint continental strategy

and assistance with the formulation of guidelines for troop- and police-contributing countries participating in peace support operations to ensure protection from COVID-19 transmission.

## **Planned results for 2022**

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

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

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

2.270 The Office has continued to support the strengthening of the African Peace and Security Architecture pillars. This includes support for the work of the Peace and Security Council through regular engagement in its formal meetings and informal discussions, the facilitation of engagements with other United Nations field presences and Headquarters and the facilitation of coordination meetings with the Security Council. The Office also supported the mediation capacity of the African Union through the Panel of the Wise, FemWise-Africa and the African Union Mediation Support Unit. The Office also supported the operationalization of the Peace Fund by participating in the meetings and retreats as an ex officio member of the Board of Trustees and by providing technical advice on the implementation of the rules and regulations for the governance of the Fund. The Office also continued to work closely with the Peace and Security Council, including by providing briefings at formal meetings and engaging in informal discussions and by facilitating monthly coordination meetings with the Security Council. The Office supported the African Union in developing the capacity of the civilian, police and military standby capabilities of the African Standby Force by enabling them to deploy in operations on the continent. Technical advice and expertise to the African Union Commission was provided virtually, while some joint predeployment assessments continued, as permitted, in between COVID-19 lockdowns. The Office also played a lead role in the development of standing operating procedures and directives on the deployment and management of resources and assets in African Union peace support operations.

2.271 The above-mentioned work contributed to the strengthening of African Peace and Security Architecture mechanisms, including: the adoption by the Board of Trustees of the Peace Fund of the rules and regulations for the governance of the Fund; the adoption of the peace support operations doctrine by the Specialized Technical Committee on Defence, Safety and Security; the approval by the African Union Commission of a standardized police predeployment training package and enhanced capabilities of African Union personnel deployed and/or preparing to deploy to field missions, which exceeded the planned target reflected in the proposed programme budget for 2020.

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

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

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

committees of the Peace and Security Council. The Office will also work to strengthen African Union early warning and mediation capacity and provide technical advice for the effective management and operation of the Peace Fund, in addition to participating in meetings of the Board of Trustees as an ex officio member. The Office is committed to continue providing required technical advice and expertise to the African Union Commission to strengthen its mechanisms so it can manage all authorized African Union peace support operations, including financing through the Peace Fund. The expected progress is presented in the performance measure below (see table 2.33).

Table 2.33

**Performance measure**

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

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



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

### **Programme performance in 2020**

2.273 The Office supported the African Union Commission in developing the capacity of AMISOM civilian, police and military components to undertake their mandate successfully. The Office helped the African Union to undertake four police predeployment verification and/or assessment missions and participated in two AMISOM quarterly assessment missions and three capacity-building coordinating meetings and/or workshops.

2.274 The above-mentioned work contributed to the advancement of the Somalia transition plan, geared towards the handing over of security responsibilities to the Somali security forces, which met the planned target of the finalization of security arrangements for elections and the further reduction of insurgencies in population centres, reflected in the programme budget for 2021.

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

2.275 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue supporting the African Union in implementing the Somalia transition plan and the process towards the handover of greater security responsibilities to Somali authorities. The Office will also contribute to efforts to enhance AMISOM operational capability in further degrading Al-Shabaab and with regard to post-elections security requirements and any other State-building activities in Somalia. The expected progress is presented in the performance measure below (see table 2.34).

Table 2.34  
**Performance measure**

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

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

## **Result 3: strengthened African Governance Architecture**

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

2.276 The African Governance Architecture is the overarching African Union framework for promoting and sustaining democracy, governance and human rights in Africa. It is the overall political and institutional coordination framework that complements the African Peace and Security Architecture, which addresses the peace

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

and security agenda of the African Union. Through the two frameworks, the African Union acknowledges that democratic governance, peace and security are interrelated and mutually reinforcing imperatives. The Office has been working with the African Union, the regional economic communities and regional mechanisms and Member States to promote and sustain democracy, good governance and human rights in Africa. The Office has also worked with other United Nations entities to establish a human rights framework with the African Union and will continue to support work in this area.

*Lessons learned and planned change*

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

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

2.278 This work is expected to contribute to the objective, as demonstrated by the implementation of African Union governance, democratization and human rights instruments at the regional and national levels (see table 2.35)

Table 2.35

**Performance measure**

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

**Legislative mandates**

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

*General Assembly resolutions*

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

*Security Council resolutions*

<a href="#">1744 (2007)</a>	<a href="#">2167 (2014)</a>
<a href="#">1769 (2007)</a>	<a href="#">2320 (2016)</a>
<a href="#">1772 (2007)</a>	<a href="#">2378 (2017)</a>
<a href="#">1863 (2009)</a>	<a href="#">2457 (2019)</a>
<a href="#">2033 (2012)</a>	

**Deliverables**

2.280 Table 2.36 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 2.36

**United Nations Office to the African Union: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Secretary-General to the Security Council on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>11</b>	<b>15</b>	<b>15</b>
2. Annual joint consultative meeting of the Security Council and the African Union Peace and Security Council	2	2	2	2
3. Periodic coordination meetings of the Security Council and the African Union Peace and Security Council	6	6	10	10
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>29</b>	<b>83</b>	<b>58</b>	<b>103</b>
7. United Nations-African Union training course on conflict analysis and mediation	5	20	5	26
8. Capacity-building event for the African Union Mediation Support Unit on current methods and trends in mediation	2	3	5	7
9. Capacity-building event for the secretariat of the African Union Peace and Security Council on current issues and trends in peace and security	2	4	5	5
10. Media workshop on the Peace and Security Framework for press attaches and local/regional/international media practitioners	1	2	1	6

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
11. Capacity-building events for African Union peace support operations on military, police and civilian strategic support concepts	15	48	28	40
12. Seminars and workshops for experts and officials of African Union member States on mediation, post-conflict reconstruction and development, security sector reform, disarmament, demobilization and reintegration, election, and border programmes of the African Union	4	6	14	19
<b>Technical materials</b> (number of materials)	<b>11</b>	<b>10</b>	<b>9</b>	<b>13</b>
13. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations	5	4	3	6
14. Policies and guidance documents in support of the African-led peace support operations	4	3	4	5
15. Peace and security-related policies and guidelines in support of the implementation of the African Peace and Security Architecture and conflict prevention, management and resolution	2	3	2	2

#### C. Substantive deliverables

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

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

#### D. Communication deliverables

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

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

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

## Office of Counter-Terrorism

### Overall orientation

### Mandates and background

2.281 Pursuant to General Assembly resolution [71/291](#), the Office of Counter-Terrorism is responsible for five main functions: providing leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action

across the United Nations system; enhancing coordination and coherence across the United Nations system to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy; strengthening delivery of United Nations counter-terrorism capacity-building assistance to Member States; improving the visibility of, and advocacy and resource mobilization for, United Nations counter-terrorism efforts; and ensuring that due emphasis is placed on counter-terrorism across the United Nations system and that the work on preventing violent extremism is firmly rooted in the Strategy. The General Assembly also recognized the important work of the United Nations Counter-Terrorism Centre within the Office.

2.282 The United Nations Global Counter-Terrorism Strategy (General Assembly resolution [60/288](#)) is composed of four pillars, in the form of measures to: address the conditions conducive to the spread of terrorism; prevent and combat terrorism; build States' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in that regard; and ensure respect for human rights for all and the rule of law as the fundamental basis of the fight against terrorism. The mandate of the Office derives from the priorities established in the Strategy and subsequent review resolutions adopted by the General Assembly, including resolution [72/284](#), and other relevant General Assembly and Security Council resolutions, including Security Council resolution [2395 \(2017\)](#).

2.283 To complete the reform of the United Nations counter-terrorism architecture and further strengthen coherence and coordination in the counter-terrorism work of the Organization, in December 2018, the Secretary-General launched the United Nations Global Counter-Terrorism Coordination Compact, for which the Office acts as secretariat. The Compact has been signed by 40 United Nations entities, as well as the International Criminal Police Organization (INTERPOL), the World Customs Organization and the Inter-Parliamentary Union. With the Office as their secretariat, the Compact entities work jointly through a coordination committee, chaired by the Under-Secretary-General for Counter-Terrorism, and eight inter-agency working groups aligned with the four pillars of the Strategy. The Compact promotes action-oriented collaboration within the United Nations system, and serves as a platform for joint programming, coherent monitoring and evaluation, and facilitation of joint resource mobilization and outreach to donors. This enhanced cooperation and coherence supports the Secretary-General's "all-of-United Nations" approach.

## **Programme of work**

### **Objective**

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

### **Strategy**

2.285 To contribute to the objective, the Office will continue to provide leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action across the United Nations system, convene high-level regional conferences to follow up on the outcomes of the United Nations High-level Conference of Heads of Counter-Terrorism Agencies of Member States, held in 2018, and the first United Nations Global Congress of Victims of Terrorism, to be held in 2021, and provide a platform for Member States to exchange information, expertise

and resources, develop partnerships and collectively address a range of critical counter-terrorism issues.

2.286 In addition, the Office will continue to enhance coordination and coherence across the United Nations Global Counter-Terrorism Coordination Compact entities to promote the balanced implementation by Member States of the four pillars of the United Nations Global Counter-Terrorism Strategy and other relevant General Assembly and Security Council resolutions, including by strengthening the response to technical assistance needs identified by the Counter-Terrorism Committee Executive Directorate and to requests made by various Member States.

2.287 Furthermore, the Office will continue to provide technical assistance to Member States, upon request, including through knowledge transfer and the development and implementation of capacity-building assistance in an integrated manner across the four pillars of the United Nations Global Counter-Terrorism Strategy, through its United Nations Counter-Terrorism Centre, its Special Projects and Innovation Branch and its programme coordination. The Office will continue to extend its presence in the field in order to enhance coordination, facilitate the delivery of capacity-building programmes and reinforce resource mobilization activities with donors, which will result in more effective and efficient delivery of technical capacity-building assistance to Member States.

2.288 The Office will continue to strengthen the capacity of Member States to ensure respect for human rights and the rule of law while countering terrorism, in accordance with the fourth pillar of the United Nations Global Counter-Terrorism Strategy. The Office will also continue to support parliamentarians and strengthen its outreach to civil society organizations, including youth organizations and women's organizations, so as to promote a "whole-of-society" approach to preventing and countering terrorism and violent extremism conducive to terrorism. The Office will continue to facilitate South-South cooperation through the exchange of expertise among countries in the global South in order to respond to the specific challenges faced by those countries.

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

- (a) Multilateral cooperation, partnerships with Member States and regional organizations and the inclusion of civil society and private sector stakeholders related to countering terrorism and violent extremism conducive to terrorism;
- (b) Enhanced capacity of Member States in implementing relevant General Assembly and Security Council resolutions related to countering terrorism and violent extremism conducive to terrorism;
- (c) Policy leadership and enriched policy discourse on preventing and countering the evolving threat of terrorism and violent extremism conducive to terrorism;
- (d) In requesting Member States, integration of human rights norms and standards into relevant measures taken in the context of preventing and countering terrorism and violent extremism conducive to terrorism.

## **External factors for 2022**

2.290 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Member States will continue to request support from the United Nations in preventing and countering terrorism and violent extremism conducive to terrorism;

(b) Extrabudgetary resources for capacity-building support for Member States will be available;

(c) Member States, supported by the Office of Counter-Terrorism, will grant the necessary official approvals and access to enable implementation and delivery of this support.

2.291 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

2.292 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office completed the preparation of its gender policy and action plan, which will ensure that the appropriate mechanisms are in place to prevent and counter terrorism and violent extremism conducive to terrorism, grounded in sound gender analysis, and will ensure that the policy, programme and operational functions of the Office are gender responsive.

2.293 The Office is committed to the implementation of the United Nations Disability Inclusion Strategy in its programmes and operations. To promote the employment of persons with disabilities, proactive efforts will be undertaken to strengthen outreach to applicants with disabilities and to raise awareness on disability inclusion among existing staff and personnel. The Office is also considering actions to strengthen inclusion and engagement of persons with disabilities in its programmes.

2.294 With regard to cooperation with other entities at the global, regional, national and local levels, the Office cooperates with the Global Counterterrorism Forum, specialized international organizations and regional organizations such as the African Union, the Collective Security Treaty Organization, the Commonwealth of Independent States Anti-Terrorism Center, the Council of Arab Ministers of the Interior, the European Union, the League of Arab States, the North Atlantic Treaty Organization, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization. The Office has developed partnership frameworks and memorandums of understanding with various regional organizations to support joint approaches and collaboration to promote the implementation of the United Nations Global Counter-Terrorism Strategy and regional counter-terrorism strategies, in recognition of the regional drivers and enablers of terrorism.

2.295 With regard to inter-agency coordination and liaison, the Office leads the United Nations Global Counter-Terrorism Coordination Compact, which includes 43 member or observer entities. The Compact comprises eight working groups specialized in priority areas relating to preventing and countering terrorism and violent extremism conducive to terrorism, aligned with the four pillars of the United Nations Global Counter-Terrorism Strategy. The Office also implements its inter-agency coordination through memorandums of understanding and programmatic agreements with other United Nations entities. Its liaison officers in the field also contribute to better coordination of counter-terrorism efforts at the country level where they are located. This role contributes to strengthening the achievement of results and impact and to enhancing the efficient use of resources. Beyond its coordination role, the Office advocates an approach that prioritizes joint programming with other United Nations partners to maximize the use of resources and deliver more coherent and expert capacity-building activities, including in the field, in close coordination with the resident coordinator system.

## Evaluation activities

2.296 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Self-evaluation of the project, Prevention of Violent Extremism through Youth Empowerment in Jordan, Libya, Morocco and Tunisia;
- (b) External evaluation of the United Nations Counter-Terrorism Centre Five-Year Programme (2016–2020).

2.297 The findings of the evaluation and self-evaluation referenced above have been taken into account for the programme plan for 2022. The major recommendations stemming from the self-evaluation involved the need to design a sound theory of change, including performance monitoring tools, to guide the remaining duration of the project. Corrective action was undertaken through the reconstruction of the theory of change and the establishment of a performance monitoring framework that reflected achievement against planned targets. The evaluation of the United Nations Counter-Terrorism Centre Five-Year Programme resulted in recommendations to strengthen the results culture in the Office and undertake outcome monitoring of projects and programmes. The evaluation also led to the recommendation that the next results framework should include a clear statement of the expected impact of the Centre and its contribution to the implementation of the United Nations Global Counter-Terrorism Strategy by Member States. The Centre is currently developing its programme of work and has commenced the process of developing a programme theory that will incorporate the aforementioned recommendations.

2.298 The following evaluations and self-evaluations are planned for 2022:

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

## Programme performance in 2020

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

### Countering the financing of terrorism

2.300 Security Council resolution [2462 \(2019\)](#) serves as a call by the international community on the importance of countering the financing of terrorism and provides a mandate for the Office to take a leading role in coordinating and supporting international efforts on suppressing the ways and methods by which terrorists raise, move, store and use financial resources.

2.301 As part of its mandated activities, and in line with Security Council resolutions, the United Nations Counter-Terrorism Centre, which serves as the main capacity-building arm of the Office, expanded its work on countering the financing of terrorism by developing the Global Programme on Detecting, Preventing and Countering the Financing of Terrorism as a direct response to the call issued in Council resolution [2462 \(2019\)](#). The Programme was built upon previous projects that were focused on specific terrorism financing topics, such as the freezing of assets, preventing kidnapping for ransom and protecting the non-profit sector from terrorist abuse.



2.302 In 2020, workshops and engagements were conducted in 10 different Member States in Europe, Asia and Africa, with close to 500 participants from more than 20 Member States, including representatives from national agencies, international organizations, civil society and relevant private sector entities covering a range of topics related to countering the financing of terrorism, from cryptocurrencies and financial intelligence-sharing to national risk assessments. The Global Programme on Detecting, Preventing and Countering the Financing of Terrorism brings together the mandates and expertise of key entities, including: the Counter-Terrorism Committee Executive Directorate, on national needs identification; the United Nations Office on Drugs and Crime (UNODC), on legislative and operational improvements; INTERPOL, on law enforcement; and the Office of Information and Communication Technology, on the development of technological products aimed at assisting financial intelligence units in fulfilling their responsibilities effectively and in a timely manner.

2.303 In one instance, building on its provision of capacity-building support, the Office worked in close partnership with a Member State to provide in-country assistance and extensive and targeted capacity-building support to identify and resolve policy, legislative and technology challenges. In particular, the support provided to the aforementioned Member State included technical advice for developing national legislation on asset freezing. The Office also supports the development of publications in local languages to strengthen coherent understanding by various national agencies going forward.

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

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

2.305 The above-mentioned work contributed to the objective, as demonstrated by one Member State being removed from the “grey list” of the Financial Action Task Force, for increased monitoring, and the adoption by one Member State of national legislation on asset freezing.

2.306 The above-mentioned work also contributed to the objective, as demonstrated by the expansion and advancement of the capacity of 30 Member States to identify challenges and comprehensively target the safeguarding of humanitarian space and the non-profit sector from terrorist abuse (see table 2.37).

Table 2.37  
Performance measure

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

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

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

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

2.309 The Office organized a virtual counter-terrorism week, from 6 to 10 July 2020, under the overarching theme of “Strategic and Practical Challenges of Countering Terrorism in a Global Pandemic Environment”, with over 1,000 participants from 134 Member States, 40 United Nations entities, 47 international and regional organizations, 88 civil society organizations and the private sector. The Office and its partners adjusted the delivery of capacity-building programmes, such as the United Nations Countering Terrorist Travel Programme, by developing and implementing a remote assessment methodology, organizing online workshops and developing its first online training course.

2.310 Furthermore, the International Day of Remembrance of and Tribute to the Victims of Terrorism commemoration event was held online, which enabled more

parties to attend the event, including the Secretary-General and victims of terrorism from countries that are often underrepresented at events.

2.311 At the same time, however, the Office identified modified activities within the overall scope of the objectives of the programme, in order to support Member States on issues related to the COVID-19 pandemic. The Office addressed the emerging impact of the pandemic in its capacity-building programmes, for instance on border security and management and strategic communications to prevent and counter violent extremism conducive to terrorism.

2.312 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of remote assessment methodologies, which the Office is broadening across its capacity-building programmes, and the use of online platforms to facilitate information exchange, collaboration and the development of expert communities. Specific examples of lessons learned include the impacts, both technical and substantive, of planning and timelines, due to the complex nature of holding events online, and that mixed modalities of training delivery are beneficial for better engagement by participants. In applying best practices and lessons learned and in accordance with feedback from the beneficiaries, the Office will continue to transform capacity building activities including online preparatory work with beneficiaries, followed by targeted workshop delivery and with targeted coaching to be followed up which will help the learning outcomes be more sustainable.

## **Planned results for 2022**

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

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

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

2.314 The Office continued the work to prevent and counter terrorism by supporting Member States in countering the travel of terrorists and assisted countries in building their capacity to identify, monitor and investigate terrorism suspects and their movements across borders. The Office continued to lead and coordinate the implementation of the Countering Terrorist Travel Programme in collaboration with the Counter-Terrorism Committee Executive Directorate, UNODC, the Office of Information and Communications Technology, the International Civil Aviation Organization and INTERPOL. The Office undertook seven deep-dive assessments of confirmed beneficiary Member States in 2020. Deep-dive assessments are gap analysis exercises aimed at identifying areas for technical assistance in implementing the Programme. Such assessments determine a State's existing level of implementation and enable the Travel Programme to produce a road map for the Member State, in which it sets out steps for implementation. The Programme has conducted a cumulative 10 deep-dive assessments since 2019.

2.315 Reflecting a change in approach and an evolution of the planned activities, in response to emergent needs of Member States, the performance measure has been

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

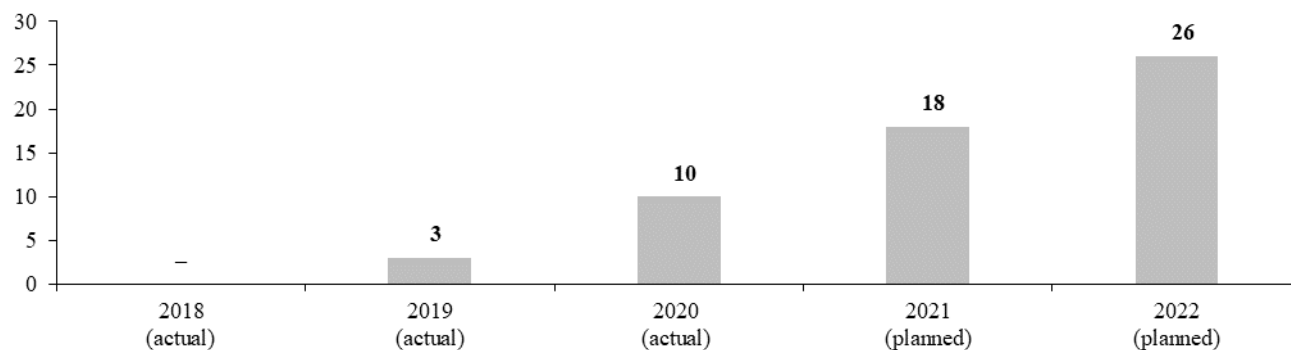
updated. The above-mentioned work contributed to Member States having access to road maps in 2020. The road maps provide Member States with a suite of tailored recommendations for implementing their national programmes, underpinned by international best practices, to identify, monitor and investigate terrorism suspects and their movements across borders.

### Proposed programme plan for 2022

2.316 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will assist countries in building their capacity to identify, monitor and investigate terrorism suspects and their movements across borders. The Office will conduct at least eight deep-dive assessments per year under the Countering Terrorist Travel Programme in 2021 and 2022. The expected progress is presented in the performance measure below (see figure 2.XVI).

Figure 2.XVI

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



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

#### Programme performance in 2020

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

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

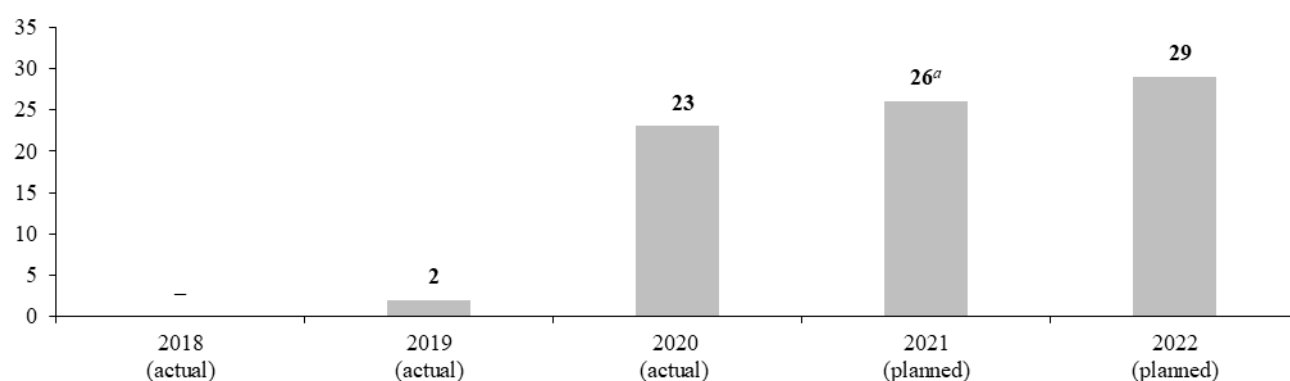
<sup>22</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

2.319 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will support expanding the number of beneficiary Member States under the Countering Terrorist Travel Programme and implementation under the four pillars, including through online training, e-learning developments, training of trainers and increased use of the Programme's pool of experts, so that by the end of 2022, tangible progress is expected, which would be demonstrated by at least 29 Member States implementing the areas of support, namely: amending legislation; establishing passenger information units; engaging with private partners, including carriers; and receiving technical support for installing and using the goTravel software. The expected progress is presented in the performance measure below (see figure 2.XVII).

Figure 2.XVII

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



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

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

#### Proposed programme plan for 2022

2.320 The Office's three-year (Jan 2020–Dec 2022) Global Programme on Security of Major Sporting Events and Promotion of Sport and Its Values as a Tool to Prevent Violent Extremism combines two distinct but complementary pillars. The Office leads and coordinates the implementation of its global sport and security programme in collaboration with the United Nations Alliance of Civilizations, the United Nations Interregional Crime and Justice Research Institute and the International Centre for Sport Security.

2.321 The Office established a network of national focal points for its two programmatic pillars. The network includes representatives from the ministries of internal affairs, intelligence or public safety and/or security and the ministries of social affairs, physical education, sport or youth of Member States, forming two distinct communities of direct interlocutors for national-level engagement within programmatic activities. The national focal points actively support the exchange of good practices, information, expertise and experience across the network. The national focal points advise and orient the development, dissemination and use of technical assistance provided by the Office, with the aim of achieving strengthened

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

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

*Lessons learned and planned change*

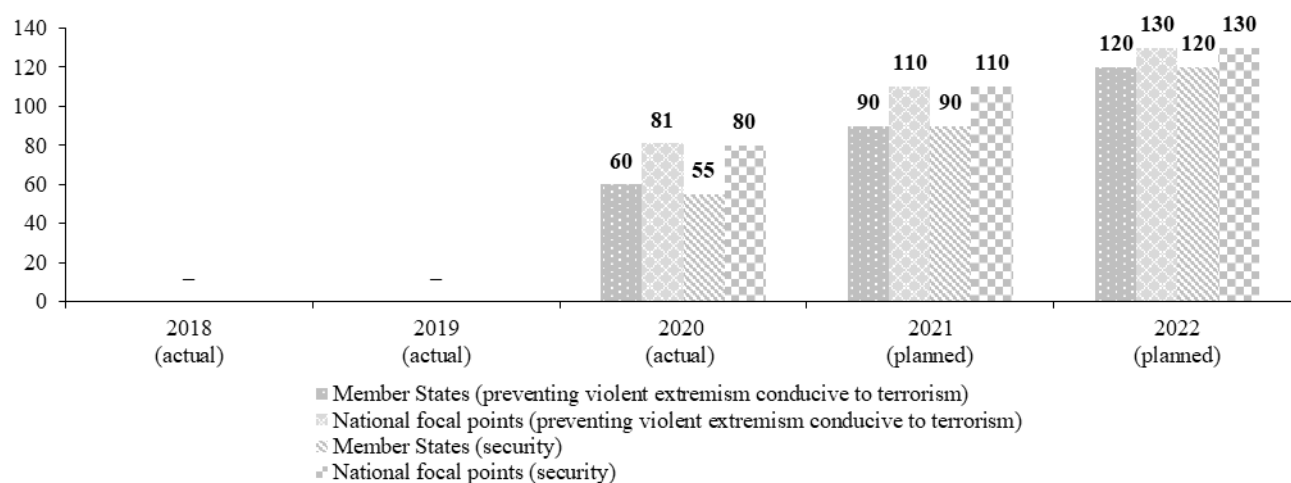
2.323 The lesson for the Office was that liaising with United Nations resident coordinators was important for the nomination of national focal points, the process for which was managed electronically through the permanent missions of Member States to the United Nations, so as to elicit a response in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

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

2.324 This work is expected to contribute to the objective, as demonstrated by an increase in the number of national focal points nominated, which will help in orienting the development, dissemination and use of technical assistance provided by the Office and its partners (see figure 2.XVIII).

Figure 2.XVIII

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



## Legislative mandates

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

### General Assembly resolutions

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

### Security Council resolutions

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

## Deliverables

2.326 Table 2.38 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 2.38

**United Nations Office of Counter-Terrorism: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>5</b>	<b>3</b>	<b>2</b>
1. Report to the General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy by the United Nations system	1	1	—	—
2. Report to the Security Council on the threat posed by Islamic State in Iraq and the Levant (ISIL, also known as Da'esh)	2	2	2	2
3. Report of the Secretary-General on a world against violence and violent extremism	—	—	1	—
4. Report to the General Assembly on progress by the United Nations system in supporting Member States in providing assistance to victims of terrorism	1	1	—	—
5. Report to the Security Council on the linkages between terrorism and organized crime, whether transnational or domestic	—	1	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>13</b>	<b>15</b>	<b>12</b>	<b>14</b>
6. Meeting of the General Assembly on the biennial review of the United Nations Global Counter-Terrorism Strategy	1	—	—	—
7. Briefings to the General Assembly on the United Nations Global Counter-Terrorism Coordination Compact	4	3	4	4
8. Briefings to the Security Council	2	3	2	2
9. Briefings to the Security Council Committee established pursuant to resolution <a href="#">1373 (2001)</a> concerning counter-terrorism (Counter-Terrorism Committee)	2	6	2	4
10. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre	4	3	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>249</b>	<b>193</b>	<b>257</b>	<b>284</b>
11. High-level conference on issues relating to counter-terrorism	2	—	2	—
12. Regional conferences on technical issues relating to counter-terrorism	4	2	12	4
13. Capacity-building training and workshops on technical thematic issues	243	191	243	280
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>3</b>	<b>5</b>	<b>5</b>
14. Reports, handbooks and papers on lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy	5	3	5	5
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advocacy initiatives, including missions and other consultations with Member States on global, regional and national priorities and strategies.				
<b>Databases and substantive digital materials:</b> maintenance of the United Nations Global Counter-Terrorism Coordination Platform, launched in March 2020 by the Office of Counter-Terrorism, to connect approximately 800 focal points from 43 United Nations Global Counter-Terrorism Coordination Compact entities and 130 Member States.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> special commemorative events, promotional materials, brown bag meetings, side events and exhibitions.				
<b>External and media relations:</b> communiqués, press statements, press conferences and other engagement with media.				
<b>Digital platforms and multimedia content:</b> content for social media platforms, including the United Nations Office of Counter-Terrorism website and Twitter.				



## Programme 3

### Disarmament

#### Legislative mandates

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

##### *General Assembly resolutions and decisions*

<a href="#">S-10/2</a>	Final Document of the Tenth Special Session of the General Assembly	<a href="#">68/33</a>	Women, disarmament, non-proliferation and arms control
<a href="#">59/95</a>	Improving the effectiveness of the methods of work of the First Committee	<a href="#">74/303</a>	Revitalization of the work of the General Assembly
<a href="#">62/272</a>	The United Nations Global Counter Terrorism Strategy		

##### *Security Council resolutions*

<a href="#">1325 (2000)</a>	<a href="#">1977 (2011)</a>
<a href="#">1540 (2004)</a>	<a href="#">2055 (2012)</a>
<a href="#">1673 (2006)</a>	<a href="#">2117 (2013)</a>
<a href="#">1810 (2008)</a>	<a href="#">2118 (2013)</a>
<a href="#">1887 (2009)</a>	

## Programme of work

### Subprogramme 1

#### Multilateral negotiations and deliberations on disarmament and arms limitation

#### Objective

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

#### Deliverables

3.3 Table 3.1 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 3.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>333</b>	<b>207</b>	<b>282</b>	<b>187</b>
1. Documents, verbatim records and reports of the Conference on Disarmament	86	78	86	86
2. Report of the Secretary-General to the General Assembly on the United Nations Disarmament Fellowship, Training and Advisory Services Programme	1	1	–	1
3. Documents of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	2	3
4. Documents of the Meeting of States Parties (2021 and 2022) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	50	32	32	32
5. Documents of the Meetings of States Parties and the Ninth Review Conference to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	30	–	80	–
6. Documents of the Meetings of Experts of the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	76	10	–	–
7. Documents of the Meeting of the High Contracting Parties to the Convention on Certain Conventional Weapons, of the annual conferences of its Amended Protocol II and Protocol V and of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems	60	33	62	45
8. Documents of the 2020 Review Conference and Meetings of the States Parties to the Convention on Cluster Munitions	30	53	20	20
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>175</b>	<b>60</b>	<b>232</b>	<b>190</b>
9. Consultations and meetings of the Conference on Disarmament	95	29	95	95
10. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	22	22
11. Meetings of the States Parties (2021 and 2022) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	10	10
12. Meetings of States Parties and Ninth Review Conference to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	8	–	44	–
13. Meetings of Experts of the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	16	–	–	–
14. Meetings of the High Contracting Parties to the Convention on Certain Conventional Weapons, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	15	55	55
15. Meetings of States Parties (2021 and 2022) and 2020 Review Conference of the Convention on Cluster Munitions	10	6	6	8
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>175</b>	<b>60</b>	<b>232</b>	<b>190</b>
16. Consultations and meetings of the Conference on Disarmament	95	29	95	95
17. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	22	22

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
18. Meetings of the States Parties (2021 and 2022) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	10	10
19. Meetings of States Parties and Ninth Review Conference to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	8	—	44	—
20. Meetings of Experts of the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	16	—	—	—
21. Meetings of the High Contracting Parties to the Convention on Certain Conventional Weapons, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	15	55	55
22. Meetings of States Parties (2021 and 2022) and 2020 Review Conference of the Convention on Cluster Munition	10	6	6	8
<b>Documentation services for meetings</b> (thousands of pages)	<b>10.6</b>	<b>14.4</b>	<b>10.6</b>	<b>10.6</b>
23. Editing of parliamentary documentation for all meetings serviced by the subprogramme	10.6	14.4	10.6	10.6
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>6</b>	<b>7</b>	<b>8</b>	<b>7</b>
24. Projects in support of the Biological Weapons Convention	6	7	8	7
<b>Seminars, workshops and training events</b> (number of days)	<b>70</b>	<b>—</b>	<b>70</b>	<b>70</b>
25. United Nations Disarmament Fellowship, Training and Advisory Services Programme	70	—	70	70
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>—</b>	<b>1</b>	<b>—</b>
26. Technical guides on submission of confidence-building measures and on national implementation of the Biological Weapons Convention	1	—	1	—
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> databases relating to annual national reports on compliance, Protocol V and Amended Protocol II to the Convention on Certain Conventional Weapons, explosive remnants of war under Protocol V to the Convention, articles 7 and 8 (9) of the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, and article 7 of the Convention on Cluster Munitions; electronic reporting system for the confidence-building measures and the cooperation and assistance database of the Biological Weapons Convention; update and maintenance of website relating to the Conference on Disarmament, the Geneva Branch of the Office for Disarmament Affairs, including web pages on financial matters, fissile material, the Biological Weapons Convention, the Convention on Certain Conventional Weapons, the Convention on the Prohibition of Military or Any Other Hostile Use of Environmental Modification Techniques, the Convention on Cluster Munitions and the Anti-Personnel Landmines Convention, the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the Group of Governmental Experts to further consider nuclear disarmament verification issues.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> briefings and outreach materials (physical and digital) on disarmament, arms limitation and non-proliferation to the Geneva-based permanent missions and governmental, non-governmental and civil society organizations; further strengthening of digital tools to improve national reporting and compliance (Biological Weapons Convention and Convention on Certain Conventional Weapons).				
<b>Digital platforms and multimedia content:</b> interactive web pages on financial issues in support of conventions serviced by the subprogramme; digital tools to improve national reporting and compliance.				

## Subprogramme 2 Weapons of mass destruction

### Objective

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

### Deliverables

3.5 Table 3.2 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.2

#### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>235</b>	<b>45</b>	<b>29</b>	<b>199</b>
1. Reports of and notes by the Secretary-General to the General Assembly on nuclear and chemical weapons	9	12	9	9
2. Reports and documents for the 2020 (tenth) Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	205	33	–	71
3. Reports and documents for the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	20	–	20	20
4. Reports and documents for the fourth Conference of Nuclear-Weapon-Free Zones and Mongolia	1	–	–	–
5. Reports and documents for the Preparatory Committee for the 2025 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	–	–	–	70
6. Reports and documents for the First Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	–	–	29
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>136</b>	<b>46</b>	<b>60</b>	<b>94</b>
7. Meetings of the First Committee	25	18	25	25
8. Meetings of the Disarmament Commission	15	0	15	15
9. Plenary meetings of the high-level plenary meeting to commemorate and promote the International Day for the Total Elimination of Nuclear Weapons	2	2	2	2
10. High-level plenary meeting to commemorate and promote the International Day against Nuclear Tests	2	1	2	2
11. Pre-session consultations and meetings of the 2020 (tenth) Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	76	25	–	–
12. Meetings of the Conference and the Bureau of the Conference on Facilitating the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty	–	–	2	–
13. Meetings of the fourth Conference of Nuclear-Weapon-Free Zones and Mongolia	2	–	–	–
14. Meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	14	–	–	10

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
15. Pre-session consultations and meetings for the First Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	–	–	10
16. Pre-session consultations and meetings for the Preparatory Committee for the 2025 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	–	–	14	30
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>30</b>	<b>12</b>	<b>24</b>	<b>35</b>
17. Workshops to identify lessons learned from the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism	3	3	–	–
18. Intersessional meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	4	1	4	6
19. Meetings and training courses for the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons on chemical weapons investigations and updating the roster of experts	17	8	20	29
20. Regional meetings and thematic seminars in preparation for the 2020 (tenth) Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	6	–	–	–
<b>C. Substantive deliverables</b>				
<b>Good offices:</b> outreach by the Secretary-General and the High Representative for Disarmament Affairs on the disarmament and non-proliferation of weapons of mass destruction; briefings by the High Representative to the Security Council on the implementation of resolution <a href="#">2118 (2013)</a> .				
<b>Consultation, advice and advocacy:</b> impartial technical, substantive and procedural advice provided to Member States; expert participation in seminars, workshops and conferences convened by Member States and civil society; speeches and other outreach by the Secretary-General, the High Representative for Disarmament Affairs, and other Weapons of Mass Destruction Branch members.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> production of ad hoc publications; final report of the Office for Disarmament Affairs project to identify lessons learned from the OPCW-United Nations Joint Investigative Mechanism; fact sheets on weapons of mass destruction disarmament and associated treaties; convening of side events at relevant United Nations conferences; convening of ad hoc conferences.				
<b>Digital platforms and multimedia content:</b> updating of Office for Disarmament Affairs website and social media platforms related to weapons of mass destructions issues; dedicated website for enhanced coordination and cooperation among nuclear-weapon-free zones; new website for the tenth Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons.				

## Subprogramme 3 Conventional arms

### Objective

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

### Deliverables

3.7 Table 3.3 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.3

**Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>13</b>	<b>7</b>	<b>7</b>	<b>14</b>
1. Reports of the Secretary-General to the General Assembly on conventional arms, arms transfers, military expenditures, small arms and light weapons, disarmament and development	7	7	6	7
2. Report of the Secretary-General to the Security Council on small arms and light weapons	–	–	1	–
3. Report and other documents on the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects	6	–	–	6
4. Report of the Group of Governmental Experts on the United Nations Register of Conventional Arms	–	–	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>69</b>	<b>28</b>	<b>39</b>	<b>69</b>
5. Meetings of the First Committee	25	18	25	25
6. Meetings of the Group of Governmental Experts on the United Nations Register of Conventional Arms	–	–	10	30
7. Meetings of the Group of Governmental Experts on Ammunition	30	10	–	–
8. Meeting of the Seventh Biennial Meeting of States to Consider the Implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons under the Programme of Action on Small Arms	14	–	–	–
9. Meeting of the Eighth Biennial Meeting of States to Consider the Implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons under the Programme of Action on Small Arms	–	–	–	10
10. Informal consultations among Member States further to the Eighth Biennial Meeting of States under the Programme of Action on Small Arms	–	–	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>–</b>	<b>–</b>	<b>–</b>	<b>1</b>
11. Competency training and test on the International Ammunition Technical Guidelines	–	–	–	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings to delegates on United Nations transparency instruments (Register of Conventional Arms and United Nations Report on Military Expenditures) and briefings further to the Eighth Biennial Meeting of States under the Programme of Action on Small Arms; meetings of the UN SaferGuard Technical Review Board.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> websites, with more than 1 million unique visits annually, and social media, with a combined reach of more than 20,000 followers; ongoing updates to and maintenance of integrated conventional arms information platforms and online reporting systems related to global reported arms trade, military expenditures, military confidence-building measures and implementation of the Programme of Action on Small Arms available for use in voluntary reporting by all Member States; and the SaferGuard programme on ammunition.				

## Subprogramme 4 Information and outreach

### Objective

3.8 The objective, to which this subprogramme contributes, is to increase awareness, understanding and knowledge of Member States and the public on disarmament issues.

### Deliverables

3.9 Table 3.4 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.4  
Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>40</b>	<b>16</b>	<b>17</b>	<b>17</b>
1. Reports of the Secretary-General, transmitting views of Member States to the General Assembly on: environmental norms in the context of disarmament and arms control; the promotion of multilateralism; the United Nations study on disarmament and non-proliferation education; the United Nations Disarmament Information Programme; the role of science and technology; advancing responsible State behaviour in cyberspace	28	6	6	6
2. Report of the Secretary-General on the work of the Advisory Board on Disarmament Matters (including pre-session, in-session and post-session documents)	12	10	10	10
3. Report of the Secretary-General on the work of the Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security	—	—	1	—
4. Progress report of the open-ended working group on security of and in the use of information and communications technologies 2021–2025	—	—	—	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>54</b>	<b>30</b>	<b>26</b>	<b>32</b>
5. Meetings of the Advisory Board on Disarmament Matters	14	10	12	12
6. Meetings of the Open-ended Working Group in Developments in the Field of Information and Telecommunications in the Context of International Security	20	10	—	—
7. Meetings of the Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security	20	10	14	—
8. Meetings of the open-ended working group on security of and in the use of information and communications technologies 2021–2025	—	—	—	20
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
9. Training of teachers on disarmament and non-proliferation	1	1	1	1
<b>Publications</b> (number of publications)	<b>8</b>	<b>12</b>	<b>8</b>	<b>8</b>
10. Publications on disarmament, including the <i>United Nations Disarmament Yearbook</i> , Occasional Papers and other serialized and non-serialized publications	8	12	8	8
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> database on the status of disarmament and arms regulation agreements, disarmament reference library, e-documents library and online repository of publications of the Office for Disarmament Affairs.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> pamphlets, brochures, publicity kits, guides, posters, disarmament fact sheets; disarmament activities of the Messenger of Peace; organization of participation of non-governmental organizations in multilateral disarmament conferences and in special events; symposiums and panel discussions on disarmament issues, in particular disarmament and non-proliferation education; briefings for visitors and outside groups on disarmament; meetings on disarmament and non-proliferation education and teacher training; and audiovisual resources, including films, events and exhibits on matters promoting disarmament and non-proliferation.				
<b>External and media relations:</b> opinion pieces placed in international, national and thematic journals.				
<b>Digital platforms and multimedia content:</b> website of the Office for Disarmament Affairs; website on disarmament education; website of the initiative of the Secretary-General, Securing Our Common Future: An Agenda for Disarmament; online version of the Office for Disarmament Affairs updates; and Youth4Disarmament web platform, UNODA Meetings Place website and the <i>United Nations Disarmament Yearbook</i> website.				

## Subprogramme 5 Regional disarmament

### Objective

3.10 The objective, to which this subprogramme contributes, is to enhance global disarmament and international peace and security through regional disarmament efforts and initiatives.

### Deliverables

3.11 Table 3.5 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.5

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	5	5	5	5
1. Reports of the Secretary-General to the General Assembly on the United Nations regional centres for peace and disarmament; the strengthening of security and cooperation in the Mediterranean region; and confidence-building measures in the regional and subregional context	5	5	5	5
<b>Substantive services for meetings</b> (number of three-hour meetings)	1	1	1	1
2. Meetings of the First Committee	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	25	14	25	25
3. Projects on effective small arms control, including physical security and stockpile management	15	8	15	15
4. Projects on the implementation of General Assembly resolution 65/69 on women, disarmament, non-proliferation and arms control	6	3	6	6
5. Projects on peace and disarmament education, including projects for young people, with an emphasis on the Sustainable Development Goals	4	3	4	4



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Seminars, workshops and training events</b> (number of days)	<b>84</b>	<b>78</b>	<b>84</b>	<b>84</b>
6. Seminars, workshops and training and capacity-building events on small arms and light weapons	50	44	50	50
7. Seminars, workshops and training and capacity-building events on the non-proliferation of weapons of mass destruction and the implementation and universalization of non-proliferation instruments and relevant Security Council resolutions	30	30	30	30
8. International conferences on disarmament, non-proliferation and arms control	4	4	4	4
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Substantive publications and/or manuals on disarmament, non-proliferation and arms control	2	2	2	2

#### C. Substantive deliverables

**Consultation, advice and advocacy:** substantive, technical and legal advice as well as training on the effective implementation of relevant instruments in accordance with Security Council and General Assembly mandates upon request by Member States, regional and subregional organizations and civil society organizations in Africa, Asia and the Pacific, and Latin America and the Caribbean.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** production and dissemination on the Office's website of fact sheets on the work of the regional centres and liaison office in Vienna; outreach events for youth and gender groups and other stakeholders.

**Digital platforms and multimedia content:** update and maintenance of website, with more than 500,000 unique visits annually, and of social media accounts, with a combined reach of more than 11,000 followers.

## Programme 4

### Peacekeeping operations

### Department of Peace Operations

#### Legislative mandates

4.1 The list below provides all mandates entrusted to the programme, which is also guided in its functions related to peacekeeping operations by the mandates entrusted to specific missions by the Security Council.

#### *General Assembly resolutions*

<a href="#">49/37</a> ; <a href="#">74/277</a>	Comprehensive review of the whole question of peace-keeping operations in all their aspects	<a href="#">70/262</a> <a href="#">72/199</a>	Review of the peacebuilding architecture Restructuring of the United Nations peace and security pillar
<a href="#">58/296</a>	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	<a href="#">74/80</a>	Assistance in mine action
<a href="#">61/279</a> ; <a href="#">65/290</a>	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations		

#### *Security Council resolutions*

<a href="#">1325 (2000)</a>	<a href="#">2365 (2017)</a>
<a href="#">1894 (2009)</a>	<a href="#">2382 (2017)</a>
<a href="#">2151 (2014)</a>	<a href="#">2436 (2018)</a>
<a href="#">2185 (2014)</a>	<a href="#">2447 (2018)</a>
<a href="#">2250 (2015)</a>	<a href="#">2518 (2020)</a>
<a href="#">2272 (2016)</a>	<a href="#">2553 (2020)</a>
<a href="#">2282 (2016)</a>	

## Programme of work

### Subprogramme 1 Operations

#### Objective

4.2 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security.

#### Deliverables

4.3 Table 4.1 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 4.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>119</b>	<b>98</b>	<b>94</b>	<b>92</b>
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	40	41	36	34
2. Letters from the Secretary-General to the President of the Security Council	33	20	20	20
3. Oral briefings to the Security Council on peacekeeping issues	46	37	38	38
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>18</b>	<b>1</b>	<b>13</b>	<b>13</b>
4. Workshops for heads of political components of peacekeeping operations	5	—	5	5
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	—	3	3
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	10	1	5	5
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> Expert advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in context of specific operations; and expert advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

## Subprogramme 2

### Military

### Objective

4.4 The objective, to which the subprogramme contributes, is to maintain international peace and security through the effective performance of military components of peacekeeping operations.

### Deliverables

4.5 Table 4.2 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 4.2

**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>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>131</b>	<b>72</b>	<b>164</b>	<b>178</b>
1. Training events with senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	48	26	48	44
2. Training events for command post-exercise for the Force headquarters	5	5	13	25
3. Training events on the development, revision and implementation of new military policies and guidance materials	20	15	25	25
4. Training events on military gender issues for peacekeeping operations	10	7	25	25
5. Training events to improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and Force chiefs of staff and infantry battalion commanders)	20	7	25	35
6. Training events on peacekeeping-intelligence/information gathering and analysis	28	12	24	24
7. Training events on the management of weapons and ammunition	–	–	4	–
<b>Technical materials</b> (number of materials)	<b>91</b>	<b>103</b>	<b>93</b>	<b>106</b>
8. Strategic analysis reports on significant operational developments in peacekeeping operations and on evolving conflict areas	40	52	40	40
9. Reports on force headquarters evaluation	–	–	–	2
10. Strategic military plans for new or significantly adjusted peacekeeping operations	4	10	4	6
11. Updated threat assessments reports	13	9	13	12
12. Reports on operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	17	20	20
13. Reports on military skills validation training	–	–	–	10
14. Monthly reports on the deployment of military forces, observers and headquarters staff with emphasis on actions to achieve gender balance	12	12	12	12
15. Policies, guidance materials and standard operating procedures related to the military components of peacekeeping operations	2	3	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings to 120 troop-contributing countries and Military Staff Committee on all military aspects of peacekeeping operations; strategic discussion with 10 Member States and 3 regional organizations on military aspects of peace negotiations, agreements, peacekeeping operations and strategic and operational planning; maintenance of an organized surge capacity comprising key nucleus of military staff/support team of up to 14 seconded military officers, for a possible deployment to new and existing missions for up to 90 days.				
<b>Databases and substantive digital materials:</b> updated information on pledged units registered in the Peacekeeping Capability Readiness System by 60 troop-/police- contributing countries; development of a military performance management system.				

## Subprogramme 3

### Rule of law and security institutions

#### Objective

4.6 The objective, to which the subprogramme contributes, is to strengthen the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy and where otherwise authorized, or requested by the Member State, in full compliance with the Charter of the United Nations.

#### Deliverables

4.7 Table 4.3 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 4.3  
Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>13</b>	<b>16</b>	<b>17</b>	<b>18</b>
1. Briefings to Member States that are both mission/field- and police-specific	12	12	13	14
2. Briefing to Member States on mine action matters	1	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>22</b>	<b>30</b>	<b>24</b>	<b>33</b>
3. Project on police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
4. Predeployment visits to Member States on police requirements and capacity and resource needs	5	5	5	5
5. Technical support for the development and management of programmes in support of justice and corrections systems	2	2	2	2
6. Assessment missions of mine action <sup>a</sup> (technical and advisory support to field missions and Member States)	3	3	3	3
7. Deployment of humanitarian mine action assets	1	–	1	1
8. Provision of coordination support for risk education in mine action programmes	5	14	5	14
9. Donor-funded, multi-stakeholder projects to advance security sector reform policies and strategies	3	3	3	3
10. Technical assistance visits on disarmament, demobilization and reintegration and community violence reduction	–	–	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>63</b>	<b>47</b>	<b>63</b>	<b>63</b>
11. Seminars for police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel and units	47	47	47	47
12. Training for future heads of police components	6	–	6	6
13. Trainings/workshops for justice and corrections practitioners, including predeployment training for corrections officers	10	–	10	10

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
14. Annual multi-donor report on activities of the United Nations Mine Action Service	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>21</b>	<b>23</b>	<b>20</b>	<b>23</b>
15. Policy guidance to national authorities on disarmament, demobilization and reintegration and community violence reduction	3	3	3	3
16. Technical materials on the implementation of disarmament, demobilization and reintegration and community violence reduction	3	3	2	4
17. Strategic police capability studies, police operational plans, standard operating procedures and concepts of operations for police components	6	6	6	6
18. Policies, guidelines and manuals on policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
19. Guidance and strategic support or lessons learned reports to strengthen assistance in justice and corrections areas	1	1	1	1
20. Policies, standards and guidance on security sector reform, including defence sector reform, to strengthen assistance to national security sector reform processes	3	3	3	3
21. Technical materials for Member States, mine action programmes/field operations on issues related to mine action	1	3	1	2

#### C. Substantive deliverables

**Consultation, advice and advocacy:** consultations with and expert advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member States groupings, regional organizations and specialized institutions on policing; strategic consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; strategic policy and technical advice to 20 Member States to build the capacity of national authorities and local partners on mine action; expert advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultations with and expert advice to mobilize coordinated and integrated Member States and related partner support for national justice and corrections efforts, including through the global focal point arrangement.

**Databases and substantive digital materials:** updated information on pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system.

#### D. Communication deliverables

**Digital platforms and multimedia content:** digital and social media content on activities of the subprogramme.

<sup>a</sup> Mine action may include clearance of landmines and explosive remnants of war, security, management and destruction of weapons and ammunition stockpiles, and/or mitigation of threats from improvised explosive devices.

## Subprogramme 4 Policy, evaluation and training

### Objective

4.8 The objective, to which the subprogramme contributes, is to enhance the performance and effectiveness of peacekeeping operations.

### Deliverables

4.9 Table 4.4 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 4.4

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>38</b>	<b>37</b>	<b>38</b>	<b>38</b>
2. Meetings of the Special Committee on Peacekeeping Operations	34	33	34	34
3. Meetings of the Fourth Committee	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects) <sup>a</sup>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
4. Technical cooperation projects to provide thematic policy support in the areas of protection of civilians, child protection, civil affairs, conflict-related sexual violence, policy planning, partnerships and force generation	7	7	7	7
<b>Seminars, workshops and training events</b> (number of days)	<b>452</b>	<b>402</b>	<b>488</b>	<b>421</b>
5. Provision of strategic guidance, training-of-trainers and assistance to curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	378	382	419	365
6. Development and delivery of senior leadership, management and administration programmes for civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	58	14	53	45
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	5	10	10
8. Workshops for the European Union and its Member States on a rotational system in support of United Nations peacekeeping operations	6	1	6	1
<b>Technical materials</b> (number of materials)	<b>34</b>	<b>32</b>	<b>38</b>	<b>38</b>
9. Policy papers, standard operating procedures, technical reports, lessons learned reports and training materials for Member States and field missions	30	28	34	34
10. Reports on capability requirements for United Nations peacekeeping operations	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings and presentations to Member States and regional groups on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
<b>Databases and substantive digital materials:</b> update and maintenance of the Peacekeeping Capability Readiness System, the TCC/PCC knowledge management system, the policy and practice database and the peacekeeping resource hub accessible to all Member States.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> knowledge management newsletter sent to 15,000 staff; training newsletters sent to 120 troop- and police-contributing countries and their training institutions.				

<sup>a</sup> Revised to include extrabudgetary funded projects.

## Peacekeeping missions

### United Nations Truce Supervision Organization

#### Legislative mandates

4.10 The list below provides all mandates entrusted to the United Nations Truce Supervision Organization.

#### *Security Council resolutions*

50 (1948)	Cessation of hostilities in Palestine	73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine
54 (1948)	Situation in Palestine		

#### Objective

4.11 The objective, to which the mission contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

#### Deliverables

4.12 Table 4.5 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 4.5  
Deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>12</b>	<b>3</b>	<b>14</b>	<b>16</b>
1. Seminars Analysis Team	2	2	2	2
2. Seminars (requested by Member States and international organizations)	10	1	12	14
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic to assess stability/security conditions, regional trend effects, potential disturbances among the parties and on peacekeeping areas of operation, and with the 27 troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area; liaison and coordination with national officers in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic and with local government officials, community leaders, international interlocutors, United Nations operations and country offices.				
<b>Fact-finding, monitoring and investigation missions:</b> daily observations, mobile patrols, reporting and investigations; mobile monitoring patrols and area familiarization training patrols.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> weekly, monthly and annual situation reports; analytical assessment and thematic reports and briefings; quarterly update briefs on each mandate country; tactical operational reports, including daily operational reports, incident reports and investigation reports; management and coordination of inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority, the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Disengagement Observer Force (UNDOF); and monthly induction training of incoming military observers prior to deployment to UNDOF and UNIFIL.				



# United Nations Military Observer Group in India and Pakistan

## Legislative mandates

4.13 The list below provides all mandates entrusted to the United Nations Military Observer Group in India and Pakistan (UNMOGIP).

### *Security Council resolutions*

39 (1948)	Establishment of the United Nations Commission for India and Pakistan to investigate and mediate the dispute	307 (1971)	Observation of a durable ceasefire and cessation of hostilities in Jammu and Kashmir
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite		

## Objective

4.14 The objective, to which UNMOGIP contributes, is to ensure that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP as contained in Security Council resolution [307 \(1971\)](#).

## Deliverables

4.15 Table 4.6 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 4.6  
Deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	12	5	12	12
1. Engagement with host nations' key personalities/leaders	12	5	12	12
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> document filing and archiving system connectivity.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> outreach and advocacy through advertisements, brochures and peace caravans.				
<b>External and media relations:</b> media engagement.				
<b>Digital platforms and multimedia content:</b> website development/enhancement.				

## **Programme 5**

### **Peaceful uses of outer space**

#### **Overall orientation**

##### **Mandates and background**

5.1 The Office for Outer Space Affairs is responsible for advancing international cooperation in space activities. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [1472 A \(XIV\)](#) and [74/82](#), on international cooperation in the peaceful uses of outer space, [75/69](#), on transparency and confidence-building measures in outer space activities, as appropriate, and [75/92](#), on the continuity of the work of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies, as appropriate.

5.2 The core functions of the Office are: (a) serving as the secretariat of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies (resolution [1472 A \(XIV\)](#)), as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum (resolutions [61/111](#) and [64/86](#)) and as the secretariat of the Space Mission Planning Advisory Group (resolution [71/90](#)); (b) implementing the United Nations Programme on Space Applications (resolutions [2601 \(XXIV\)](#) and [37/90](#)) and the Programme on the Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution [61/110](#)); (c) maintaining the Register of Objects Launched into Outer Space (resolutions [1721 B \(XVI\)](#) and [3235 \(XXIX\)](#)); and (d) discharging the responsibilities of the Secretary-General under the United Nations treaties and principles on outer space and related resolutions (resolutions [2222 \(XXI\)](#), [2345 \(XXII\)](#), [2777 \(XXVI\)](#), [3235 \(XXIX\)](#), [34/68](#), [37/92](#), [41/65](#), [47/68](#), [59/115](#) and [62/101](#)).

5.3 New technologies and the increasing number of actors are rapidly changing the structure and content of space activities. The Office will implement the programme in this increasingly complex environment, which, combined with the relevance of space science and technology and their applications for achieving the goals of the global agenda, as well as the need to ensure the long-term sustainability of outer space activities, are the main drivers of the responsibilities of the Office under the programme.

#### **Programme of work**

##### **Objective**

5.4 The objective, to which this programme contributes, is to strengthen international cooperation in the conduct of space activities for peaceful purposes and advance the use of space science and technology and their applications.

##### **Strategy**

5.5 To contribute to the objective, the Office for Outer Space Affairs will continue to work with Member States to promote cooperation in the peaceful uses of outer space, particularly through substantive secretariat services to the Committee on the Peaceful Uses of Outer Space, the Scientific and Technical Subcommittee, the Legal Subcommittee and their working groups, among which is the Working Group on the Long-term Sustainability of Outer Space Activities. The Working Group, under a five-

year workplan, will be guided by the following framework: (a) identifying and studying challenges and considering possible new guidelines for the long-term sustainability of outer space activities; (b) sharing experiences, practices and lessons learned from the voluntary national implementation of the adopted guidelines; and (c) raising awareness and building capacity, in particular among emerging space nations and developing countries. The Committee on the Peaceful Uses of Outer Space serves as the principal forum for continued institutionalized dialogue on issues related to the implementation and review of the guidelines. The Office would also support and provide services to the International Committee on Global Navigation Satellite Systems and its Providers' Forum and the Space Mission Planning Advisory Group.

5.6 The Office also plans to work with Member States, inter- and non-governmental entities and other partners to implement specific initiatives and activities to advocate for the responsible use of outer space, including through: (a) the implementation of the international regime governing space activities; (b) the registration of space objects launched into outer space; (c) space debris mitigation; (d) transparency and confidence-building measures in outer space activities as appropriate; and (e) civil satellite-based positioning, navigation, timing and value added services, which will help Member States make progress towards ensuring a more safe, secure and sustainable outer space.

5.7 The Office will, in line with its mandate, deliver workshops, seminars, training courses, technical advisory missions and initiatives and provide support and other services to assist States with: (a) building or enhancing their capacities in areas such as space law and policy, space sustainability, climate change, environmental monitoring, natural resources management, global health, satellite communications, space weather, space exploration, astronomy, search and rescue, disaster risk reduction and global navigation satellite systems; (b) promoting and enhancing knowledge-sharing; (c) supporting institution-building efforts; and (d) developing collaborative platforms to increase the number of countries, in particular developing countries, that make use of space-based solutions to accelerate the achievement of the Sustainable Development Goals.

5.8 The Office also plans to continue supporting the regional centres for space science and technology education, established by and affiliated with the United Nations, located in Africa (Morocco and Nigeria), Asia and the Pacific (China and India), Latin America and the Caribbean (Brazil and Mexico) and Western Asia (Jordan), which, inter alia, deliver education and training in one or more of the following disciplines: remote sensing and geographic information systems; meteorological satellite applications; satellite communications and geopositioning systems; space and atmospheric science; and global navigation satellite systems.

5.9 The Office will further continue to raise awareness on the work of the Committee on the Peaceful Uses of Outer Space, the activities and initiatives of the Office and on the benefits of space activities, especially with regard to achieving sustainable development, by: (a) organizing outreach activities, including the commemoration of historical milestones, international days and other celebrations; and (b) developing and issuing publications, papers, information materials and training media.

5.10 For 2022, the Office's planned deliverables and activities reflect strengthened approaches which incorporate lessons from the coronavirus disease (COVID-19) pandemic. Such planned deliverables and activities include assistance and capacity development on the use of space technologies to address resilient recovery efforts, increasing the development of online courses and training materials and making greater use of national experts, when possible, to ensure continuity of services.

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

- (a) Greater understanding, acceptance and application of the international legal regime governing outer space activities;
- (b) Greater access to space, and strengthened capacity of countries, in particular developing countries, in using science and technology and related applications, especially with regard to achieving sustainable development;
- (c) Enhanced cooperation and greater compatibility and interoperability of global navigation satellite systems;
- (d) Greater understanding, access and capacity to use all types of space-based information and services to support disaster risk reduction and emergency response;
- (e) Strengthened cooperative relationships and the forging of new partnerships to maximize the effective use of resources, and identify new ways and means to make space capabilities more readily available to all users.

## **External factors for 2022**

5.12 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that stakeholders are able and willing to continue supporting the Office for Outer Space Affairs in implementing the programme, including the execution of the activities in the anticipated framework, and in responding to the needs arising from the rapidly changing structure and content of space activities.

5.13 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

5.14 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will, in line with its mandate, continue to leverage its established partnerships with governmental, intergovernmental and non-governmental organizations, including space agencies, industry, academia, institutions and other space-related entities, to explore avenues and pursue new opportunities to increase its capability to meet the growing demand for support to strengthen the capacity of countries, in particular developing countries, in using space science and technology and their applications. The Office will also pursue cooperative relationships, including with the private sector, to identify new mechanisms for providing access to space and bringing the benefits of space to everyone. In this regard, the Office will enhance transparency in its programme activities and regularly inform the Committee on the Peaceful Uses of Outer Space of the project being implemented and of its partnerships with space agencies, governmental and non-governmental organizations and the private sector.

5.15 With regard to inter-agency coordination and liaison, the Office will continue to lead the Inter-Agency Meeting on Outer Space Activities (UN-Space), which promotes coordination and cooperation among the participating entities. Through that mechanism, the Office will work to increase coherence and synergies in the space-related work of entities of the United Nations system, including through the establishment of bilateral engagements on specific topics of mutual interest.

5.16 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, as demonstrated by the launch in 2020, on the

occasion of the International Day of Women and Girls in Science, of the Space4Women platform, a dedicated website to promote women's empowerment in space and advocate for greater awareness and the importance of science, technology, engineering and mathematics (STEM) education. The platform also includes a mentorship programme where professionals of diverse backgrounds and geographic regions who work in the space sector can work with mentees to inspire, guide and encourage women and girls to pursue STEM careers. The Office also instituted a set of guidelines for its staff to apply to increase the participation of women in its events and activities, which will continue to be mainstreamed in future events and activities.

5.17 The Office will further seek to integrate disability inclusion in its programme of activities, and work with specialized associations and agencies, including by engaging decision makers, to facilitate and assist initiatives that target inclusivity in space science and enhance the prospects of careers in STEM for disabled persons.

### **Evaluation activities**

5.18 No self-evaluations were completed in 2020. The self-evaluation of the Beijing Office of UN-SPIDER was initiated in the latter half of 2020 and will be completed in 2021, and the findings are expected to be integrated into the annual workplan and strategy of the Beijing Office for the period 2021–2024.

5.19 A self-evaluation of the information technology and communications needs of the Office aimed towards consolidating its websites, databases and portals to ensure alignment with the United Nations policies and guidelines on website rationalization and compliance is planned for 2022.

### **Programme performance in 2020**

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

#### **Greater access to capacity development during the pandemic**

5.21 Among the core functions of the Office is the annual delivery of a number of activities, services and initiatives to assist interested Member States, upon their request, particularly developing countries, in developing greater capacity in space science and technology and their applications. The Office, confronted with the unexpected and significant disruption to well-established working methods and operations brought on by the COVID-19 pandemic, adapted and sought executable solutions to deliver on its commitments. This included shifting selected activities into an online format, such as the series on space law and policy, the workshop on the use of space applications for climate action and the World Space Forum, which served to foster dialogue and an exchange of good practices and strengthened partnerships and inter-agency collaboration. Virtual modalities expanded the reach of the selected activities to a greater number of participants and facilitated more flexible delivery approaches to advance more tailored and specific opportunities for learning based on specific needs.

5.22 The Office also developed and implemented new activities that were delivered virtually, including a series of webinars on space economy, and a series of training meetings dedicated to supporting teams and participants from developing countries in applying for future opportunities under the Access to Space for All initiative. Furthermore, the Office worked with relevant stakeholders, including the Regional Centre for Space Science and Technology Education in India, to fast-track the

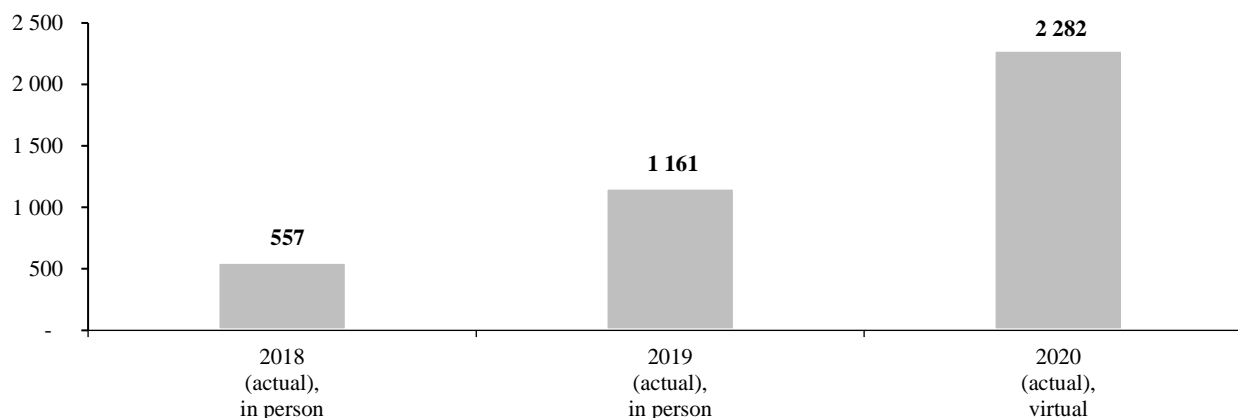
development and launch of an online training course on the use of geospatial applications for disaster risk management.

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

5.23 The above-mentioned work contributed to the objective, as demonstrated by 2,282 participants in virtual events compared with 1,161 and 557 participants at in-person events held in 2019 and 2018, respectively (see figure 5.I).

Figure 5.I

**Performance measure: annual number of participants in events**



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

5.24 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office for Outer Space Affairs. The impact included: (a) the cancellation of the sessions of two intergovernmental bodies, namely the Legal Subcommittee and the Committee on the Peaceful Uses of Outer Space; (b) the postponement of the International Committee on Global Navigation Satellite Systems and its Providers' Forum; (c) the postponement of the Inter-Agency Meeting on Outer Space Activities (UN-Space) and the related open forum; and (d) in coordination with the host governments of the activities, the postponement (beyond 2020) of selected seminars, workshops, training events, fellowship opportunities and technical advisory missions that could not be provided using other means or delivered online. These included the postponement of two opportunities that had been prepared to support teams selected from two developing countries to undertake hyper- and microgravity research and experiments. Wherever practical, the Office reconfigured seminars, workshops and training events to allow for their delivery online and provided technical and legal advisory services through webinars and other online means. In addition, the Office developed national capacity in the use of space-based solutions for disaster risk reduction and emergency response by embedding two locally recruited experts in the disaster management institutions of their respective countries as an alternative to transporting a team of experts to those countries. The Office also delivered a series of webinars on space economy, conducted online meetings to support applicants from developing countries with the preparation of their applications for the opportunities available under the Access to Space for All initiative, and delivered massive open online courses on the use of geospatial applications for disaster risk management. These changes had an impact on the programme performance in 2020, as specified under result 2 below.

5.25 At the same time, however, the Office identified new opportunities and modified planned activities to support Member States on issues related to the COVID-19

pandemic, within the overall scope of the objective of the programme. The Office created a COVID-19 emergency response overview page on the UN-SPIDER knowledge portal to provide a one-stop platform that showcased examples of the contributions of space technologies to addressing COVID-19, published by government agencies, international and regional organizations, academia, civil society and the private sector. The collection of resources was complemented with a dedicated webinar on “Space4Health”. The modified and new deliverables contributed to results in 2020, as specified in the emerging result above.

5.26 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of its build back better model include the execution of workshops and training activities in selected subject areas by virtual means, such as the series implemented in 2020 on space economy. Furthermore, the Office will develop, and host online, more training materials and other education media to extend such opportunities to a greater number of participants in a greater number of countries.

## **Planned results for 2022**

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

### **Result 1: access to space for all<sup>1</sup>**

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

5.28 The Office has continued to support interested Member States, upon their request, in strengthening their capacity to use space science and technology and related applications, especially with regard to increasing their domestic satellite development capability. The Office, in partnership with the launch provider, identified the next team under the programme, constituting the first beneficiary selected from a regional intergovernmental organization, and provided continuous technical support to those Member States that are building their first small satellite prior to the satellite being handed over to the provider for launch. Furthermore, in 2020 the Office extended the partnership agreement, which allowed the opportunities under the programme to continue through 2024, and consequently published the announcement of one more opportunity for interested Member States to develop their first satellite under the auspices of the United Nations.

5.29 The above-mentioned work contributed to Guatemala successfully concluding the development of its first satellite in 2019 and placing it into Earth’s orbit in 2020. The launch of the satellite brought the total number of developing countries acquiring domestic satellite development capability and launching their first satellite under this partnership to two, which did not meet the planned target of three reflected in the proposed programme budget for 2020. The planned 2020 target was not met owing to the need to identify a new launch window to allow for additional time to technically prepare the satellite.

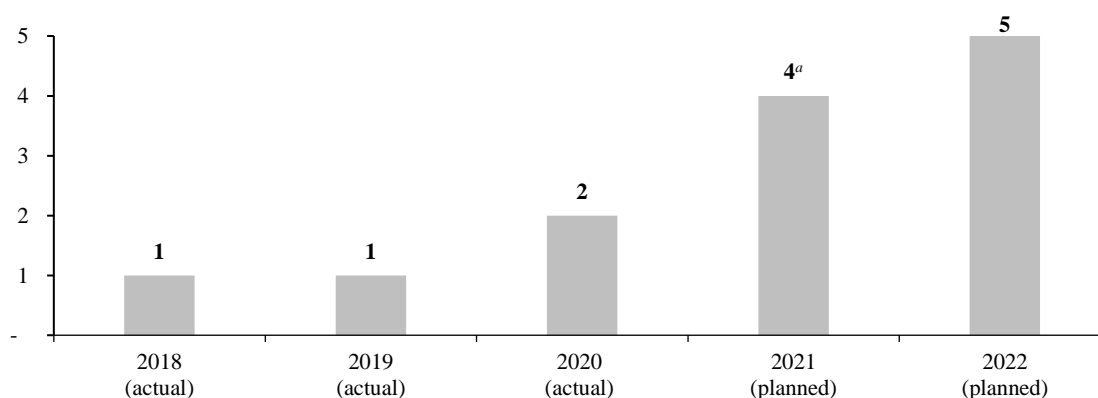
<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 6)).

### Proposed programme plan for 2022

5.30 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the Office's work will evolve to take into account the need to provide more support to the teams that have been successful in securing an opportunity under the programme, and to allow for more time for testing and determining the technical readiness of the small satellites being developed in order to better align the handover period of the satellite to the provider in time for the identified launch period. The expected progress is presented in the updated performance measure below (see figure 5.II).

Figure 5.II

**Performance measure: total cumulative number of developing countries to have launched their first satellite into outer space**



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

### Result 2: increasing access to space<sup>2</sup>

#### Programme performance in 2020

5.31 The Office has continued efforts to increase access to space by offering opportunities to countries to develop the capacity to build and launch a small satellite, and to undertake hypergravity and microgravity experiments. The Office organized a series of online events dedicated to each of those opportunities to support interested participants and teams in the preparation of successful applications by providing technical advice and showcasing good practices from previous beneficiaries. Furthermore, the Office, together with its launch partner, announced the selection of three additional teams to fly their experiments in orbit, worked to establish and renew partnerships with stakeholders to expand services to Member States and undertook outreach and advocacy activities to ensure the responsible conduct of space activities and the registration of space objects launched into outer space, and to provide support on space law and policy for new space actors.

5.32 The above-mentioned work contributed to a total of five Member States gaining access to space by 2020, which did not meet the target of eight reflected in the programme budget for 2021. Owing to COVID-19 travel restrictions, two of the teams selected to undertake hypergravity and microgravity research could not take

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



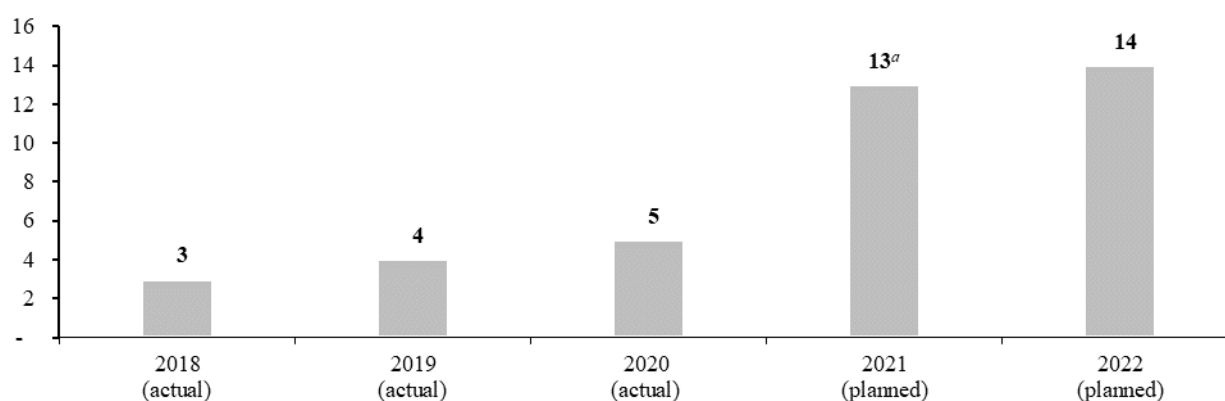
advantage of the available opportunities. The rescheduling of the launch of the first satellite built by Guatemala from 2019 to 2020 further affected the planned result.

### Proposed programme plan for 2022

5.33 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue working to expand the range of opportunities for developing countries to undertake cutting-edge research, including operating a payload on a space station or receiving telescopes and training to observe the universe. The expected progress is presented in the performance measure below (see figure 5.III).

Figure 5.III

**Performance measure: total cumulative number of Member States gaining access to space**



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

### Result 3: a more secure global navigation satellite systems spectrum

#### Proposed programme plan for 2022

5.34 The advantages of satellite-based positioning, navigation and timing services are widespread, ranging from enabling precision agriculture to providing precise timing used for automated teller machine transactions and reliable navigation for the take-off and landing of aircraft. Global navigation satellite systems signals are, however, vulnerable to interference, including from television stations, mobile phone networks and jamming and spoofing devices, making prudent spectrum management (i.e., the management of frequencies) a priority to ensure that the services reliant on those signals continue to be seamlessly available. The Office, as executive secretariat to the International Committee on Global Navigation Satellite Systems, provides services and supports multilateral discussions and coordination on issues relating to global navigation satellite systems, and organizes regional workshops, training courses and technical seminars on the use of technologies related to those systems, including on the protection of the global navigation satellite system spectrum from harmful interference.

#### *Lessons learned and planned change*

5.35 The lesson for the Office as the executive secretariat to the International Committee on Global Navigation Satellite Systems was the need to support its activities in fostering greater awareness and understanding of the need to protect the

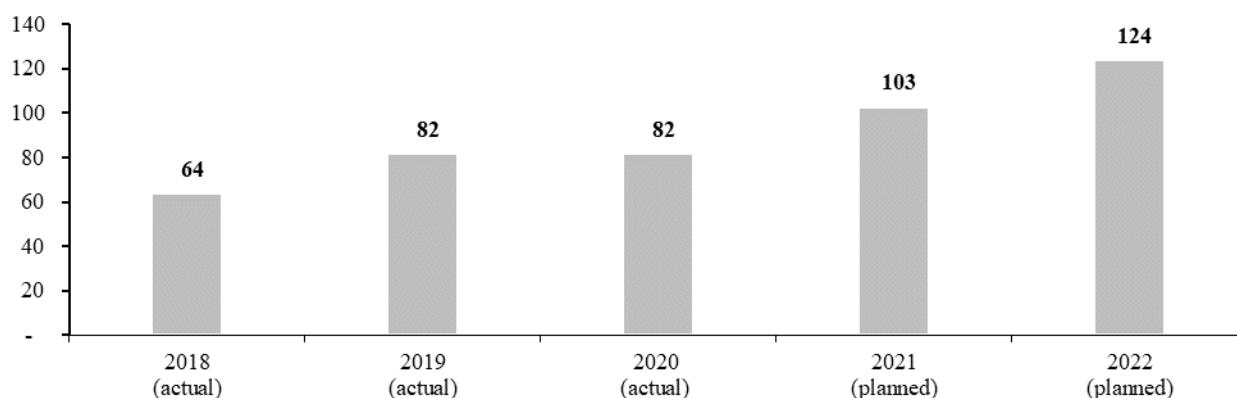
spectrum, efforts at both the international and national levels to minimize signal errors and maximize the performance of global navigation satellite system receivers for more reliable positioning and timing, which, together with Earth observation, contribute to the achievement of the Sustainable Development Goals. In applying the lesson, the Office will include in its portfolio of capacity-building activities a greater focus on promoting and facilitating more discussion among experts and regulators, including from developing countries, on spectrum protection, interference detection and mitigation. The Office will further work to develop education materials and other information on the protection of global navigation satellite systems signals that can be disseminated broadly and integrated into the education curricula available to the United Nations-affiliated regional centres for space science and technology education.

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

5.36 This work is expected to contribute to the objective, as demonstrated by 124 specialists provided with access to training in global navigation satellite systems spectrum protection and interference detection and mitigation (see figure 5.IV).

Figure 5.IV

**Performance measure: total cumulative number of specialists provided with access to training in global navigation satellite systems spectrum protection and interference detection and mitigation**



## Legislative mandates

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

*General Assembly resolutions*

1472 A (XIV)	International cooperation in the peaceful uses of outer space	2601 (XXIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space	2777 (XXVI)	Convention on International Liability for Damage Caused by Space Objects
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies	3234 (XXIX)	International cooperation in the peaceful uses of outer space
		3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space	34/68	Agreement Governing the Activities of States on the Moon and Other Celestial Bodies
2453 (XXIII)	International cooperation in the peaceful uses of outer space	37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space

37/92	Principles Governing the Use by States of Artificial Earth Satellites for International Direct Television Broadcasting	69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
41/65	Principles Relating to Remote Sensing of the Earth from Outer Space	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space	72/78	Declaration on the fiftieth anniversary of the Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space		
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space	72/79	Consideration of the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the “launching State”	73/6	Fiftieth anniversary of the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space: space as a driver of sustainable development
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/111; 64/86; 71/90; 74/82	International cooperation in the peaceful uses of outer space	75/36	Reducing space threats through norms, rules and principles of responsible behaviours
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects	75/92	Continuity of the work of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies
65/271	International Day of Human Space Flight	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space		

*Conference of the Parties to the United Nations Framework Convention on Climate Change decisions*

1/CP.21 Adoption of the Paris Agreement

## Deliverables

5.38 The table below 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.

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>95</b>	<b>66</b>	<b>90</b>	<b>90</b>
1. Reports to the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	95	66	90	90
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>74</b>	<b>27</b>	<b>62</b>	<b>62</b>
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meetings of the Fourth Committee and its Working Group of the Whole on the agenda item entitled “International cooperation in the peaceful uses of outer space”	3	3	3	3

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
6. Meetings of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	58	20	56	56
7. Intersessional consultations of the Working Group on the "Space2030" Agenda	10	—	—	—
8. Intersessional consultations on the Bureau for the Working Group on Long-term Sustainability of Outer Space Activities	—	1	—	—
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>14</b>	<b>4</b>	<b>14</b>	<b>14</b>
9. Executive secretariat services to the International Committee on Global Navigation Satellite Systems and its Providers' Forum	10	—	10	10
10. Secretariat services to the Space Mission Planning Advisory Group	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>42</b>	<b>40</b>	<b>54</b>	<b>76</b>
11. Workshops and technical advisory meetings on space law and policy and other legal aspects of space activities, including for new space actors	3	8	3	15
12. Seminars, workshops, training events and research opportunities on space science and technology and their applications	20	14	24	24
13. Training events and courses on the use of space technology in disaster management	11	11	19	30
14. World Space Forum	4	2	4	3
15. Panels and meetings on space for women	3	5	3	3
16. Open forum for Member States and United Nations entities on the use of space technology	1	—	1	1
<b>Publications</b> (number of publications)	<b>5</b>	<b>1</b>	<b>5</b>	<b>8</b>
17. Publications on the work and activities of the Office and the Committee on the Peaceful Uses of Outer Space	5	1	5	8
<b>Technical materials</b> (number of materials)	<b>39</b>	<b>55</b>	<b>54</b>	<b>59</b>
18. Information furnished in accordance with the United Nations treaties and principles on outer space	4	8	4	4
19. Information furnished in accordance with the Convention on Registration of Objects Launched into Outer Space and General Assembly resolution 1721 B (XVI)	35	47	50	55

### C. Substantive deliverables

**Consultation, advice and advocacy:** normative support to Working Group C (on information dissemination and capacity-building) of the International Committee on Global Navigation Satellite Systems; expert advice, technical assistance and advisory support and services to Member States, at their request, on: (a) registration of more than 1,200 space objects launched into outer space; (b) space science and technology and their applications; (c) educational and operational activities of the six regional centres for space science and technology education affiliated with the United Nations; (d) the use of space-based information in disaster management plans and policies and in the implementation of disaster risk management activities in approximately four Member States; and (e) space-based information to end users to support emergency and humanitarian response in at least five developing countries; long-term fellowship opportunities in the field of space science and technology and related applications; massive online open courses; normative support to the Space4Women network, which has global reach and geographic diversity; and provision of secretariat services to the annual session (2 days) of UN-Space.

**Databases and substantive digital materials:** updating and maintenance of the following websites and databases: (a) Register of Objects Launched into Outer Space; (b) information furnished in accordance with United Nations treaties and principles on outer space; (c) Office for Outer Space Affairs website and related databases; (d) UN-SPIDER knowledge portal; (e) the International Committee on Global Navigation Satellite Systems portal; (f) the Space4Water portal; (g) the Space Solutions Compendium; (h) the Space4Women website; (i) the Space Sustainability website; and (j) the National Space Law collection.

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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#### **D. Communication deliverables**

**Outreach programmes, special events and information materials:** exhibits showcasing the benefits of space technology; presentations to Member States, intergovernmental organizations and non-governmental entities on the work of the United Nations in outer space activities; promotional, educational and information materials for public awareness-raising to showcase the work of the Committee of the Peaceful Uses of Outer Space, United Nations space activities and the Office; and celebrations of achievements and other anniversaries relating to outer space.

**External and media relations:** press releases and press conferences on work of the Office and the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies and selected areas of the Office.

## **Programme 6**

### **Legal affairs**

#### **Overall orientation**

##### **Mandates and background**

6.1 The Office of Legal Affairs is responsible for providing a unified central legal service for the Organization; represents the Secretary-General in legal conferences and in judicial proceedings; performs substantive and secretariat functions for organs involved in public international law, including the General Assembly and its Sixth Committee (Legal Committee), the International Law Commission and the United Nations Commission on International Trade Law (UNCITRAL), as well as for the General Assembly plenary meetings concerning oceans and the law of the sea; and performs the depositary functions of the Secretary-General for multilateral treaties and the functions of registration and publication of treaties conferred on the Secretariat in Article 102 of the Charter of the United Nations. The structure and main functions of the Office are described in Secretary-General's bulletin [ST/SGB/2021/1](#).

6.2 The mandate derives from Articles 13, 102, 104, 105 and other relevant provisions of the Charter, as well as the priorities established in relevant General Assembly resolutions, including resolution [13 \(I\)](#) of 13 February 1946, as the central legal service for the Organization (including funds and programmes and treaty bodies institutionally linked to the Organization). The Office of Legal Affairs discharges mandates from the priorities established in relevant Assembly resolutions and decisions, including resolution [2205 \(XXI\)](#), by which the Assembly established UNCITRAL to further the progressive harmonization and unification of the law of international trade, with the Office's International Trade Law Division acting as its secretariat, and resolution [68/70](#), on oceans and the law of the sea, by which the Assembly established the Office as focal point of UN-Oceans. Furthermore, the Secretary-General of the United Nations has appointed the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel as Secretary-General of the Intergovernmental Conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction and, pursuant to resolution [73/292](#), Special Adviser on oceans and legal matters to the Presidents of the United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

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

6.3 The relevance of the services of the Office of Legal Affairs has grown in an increasingly interconnected world in which international law is the foundation for Member States to interact and cooperate in achieving their common goals. Now in its seventy-fifth year, the Office continues to respond to the needs of its stakeholders and beneficiaries with a specialized legal skill set, institutional memory, credibility and neutrality, while delivering on a diverse and complex mandate.

6.4 In the current challenging context, the Office of Legal Affairs will continue to respond to the increasing demand for legal services from the Secretariat and other United Nations organs, including through the provision of advice on questions relating to the interpretation and application of international law instruments and on general questions of public international law, to ensure that legal considerations are

an integral part of the Organization's operations and the effective functioning of its principal and subsidiary organs. The Office will continue to respond in an agile manner to new types of requests concerning legal and procedural issues to ensure business continuity of various United Nations intergovernmental bodies during the pandemic.

6.5 The Office of Legal Affairs will continue to support Member States in the implementation of the 2030 Agenda for Sustainable Development, including in the circumstances created by the coronavirus disease (COVID-19), and be a key partner in the United Nations system efforts to advance the decade of action and delivery for sustainable development.

6.6 The Office of Legal Affairs will also continue to contribute to the development of international justice and accountability and support with legal advice the reform initiated by the Secretary-General.

6.7 The Office of Legal Affairs will further continue to contribute to the efforts to combat sexual exploitation and abuse, whether committed by United Nations personnel or by non-United Nations security forces operating under a United Nations mandate, and it assumes an important role in the Organization's action to improve its response to allegations of such behaviour and in its efforts to hold accountable personnel who have engaged in sexual exploitation and abuse.

6.8 The Office of Legal Affairs will continue to maximize the protection of the legal interests of the Organization and minimize its legal liabilities. The Office will continue to advise on the legal aspects arising from United Nations operational activities, including from its peacekeeping, special political and other missions, while also providing legal services for resolving disputes of a private law character involving the operations of the Organization, its subsidiary bodies and organs or its separately administered funds and programmes.

6.9 The Office of Legal Affairs will also continue to support the progressive development and codification of international law and the conclusion of legal instruments resulting in the promotion of universal respect for international law, including by continuing to serve as the secretariat of the Sixth Committee, as well as by providing specialized support and advice to the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences in their consideration and formulation of legal instruments. The strategy of the Office will continue to strengthen the dissemination of international law through training programmes the United Nations Audiovisual Library of International Law and major legal publications.

6.10 The Office of Legal Affairs will further continue to support processes related to oceans and the law of the sea and the increased participation of States in, and effective implementation and application of, the United Nations Convention on the Law of the Sea and its implementing agreements, as well as the implementation of the ocean-related Sustainable Development Goals, in particular by providing secretariat functions to oceans-related processes of the General Assembly and the Commission on the Limits of the Continental Shelf. The Office will also continue to deliver expanded capacity-building activities on that topic, including by focusing on meeting the capacity-building needs of developing countries and by relying, when possible, on information and communications technology.

6.11 The Office of Legal Affairs will continue to promote harmonized and modernized substantive private law rules to govern international commercial transactions, in particular by ensuring the widespread adoption and use of those rules, strengthening technical cooperation and promoting the participation of developing

countries in the law-making activities of UNCITRAL. The Office will support Member States in the preparation of universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations), ensuring quality and consistency in the provision of that support and using delivery mechanisms that take COVID-19 restrictions into account, as necessary.

6.12 The Office of Legal Affairs will intensify the use of technological tools and other means to maximize the delivery of its work related to treaties and treaty actions through its dedicated website, and maintain cooperation with Member States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties to promote and ensure wider knowledge of the law of treaties, thereby preventing issues of interpretation and implementation of treaty provisions by contracting States.

6.13 For 2022, the planned deliverables and activities of the Office of Legal Affairs reflect strengthened approaches that incorporate lessons learned from the COVID-19 pandemic. Such planned deliverables and activities include providing support to ensure business continuity and, when possible, adapt capacity-building programmes both in delivery and focus to contribute to global recovery efforts. Specific examples of planned deliverables and activities are provided under subprogrammes 2 (General legal services provided to United Nations organs and programmes), 3 (Progressive development and codification of international law), 4 (Law of the sea and ocean affairs) and 5 (Progressive harmonization, modernization and unification of the law of international trade). The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogramme 5.

6.14 With regard to cooperation with other entities at the global, regional, national and local levels, the Office of Legal Affairs will continue to enable the International Law Commission to exchange knowledge, experience and ideas with the President of the International Court of Justice, the African Union Commission on International Law, the Inter-American Juridical Committee, the Asian-African Legal Consultative Organization and the Committee of Legal Advisers on Public International Law of the Council of Europe, as well as with the networks of legal advisers of United Nations agencies and funds and programmes. Through the Division for Ocean Affairs and the Law of the Sea, the Office will also continue to cooperate with States, bodies established under the United Nations Convention on the Law of the Sea, international financial institutions, donor agencies, intergovernmental organizations, non-governmental organizations (NGOs) and natural and juridical persons in the field of law of the sea and ocean governance. Through the International Trade Law Division, the Office will continue to cooperate with States, international financial institutions, donor agencies, intergovernmental organizations, NGOs and natural and juridical persons in the field of international trade law.

6.15 With regard to inter-agency coordination and liaison, the Office of Legal Affairs has been appointed by the General Assembly in its resolution [68/70](#) as focal point of UN-Oceans, the inter-agency coordination mechanism on oceans and coastal issues within the United Nations system. UN-Oceans currently has 29 members, including competent international organizations, specialized agencies, United Nations programmes, regional commissions, the secretariats of conventions and the International Seabed Authority. In addition, in implementing General Assembly resolution [2205 \(XXI\)](#), on the establishment of UNCITRAL, the Office coordinates the work of organizations dealing with international trade law and encourages cooperation among them.

6.16 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:



(a) Extrabudgetary resources are available, allowing the Office of Legal Affairs to respond to the increased demand for its services and complement the programme budget;

(b) Principal and subsidiary organs of the United Nations continue to request legal advice as a main component of the decision-making process, and the volume of requests is expected to continue at elevated levels, as was experienced in 2020 when the pandemic began;

(c) Specific mandates related to international trade law, oceans and law of the sea and others are renewed or confirmed by the competent intergovernmental bodies.

6.17 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.

6.18 The Office of Legal Affairs integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through permanent interaction with the gender focal points in each division.

6.19 The Office of Legal Affairs integrates disability inclusion in its operational activities, deliverables and results, as appropriate. Through the work of its subprogrammes, the Office follows through its focal point all directives of the United Nations Disability Inclusion Strategy.

## **Programme performance in 2020**

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

6.20 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office of Legal Affairs, notably the cancellation or postponement of meetings of intergovernmental processes and expert bodies, conferences hosted by or under the auspices of the United Nations and seminars, workshops and training events to be held by the Office. Specific examples of the impact are provided under subprogrammes 1, 3, 4, 5 and 6. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1, 4 and 5.

6.21 At the same time, however, some planned deliverables and activities were modified and 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 analyses and advice to Member States and United Nations intergovernmental bodies, including the General Assembly and the Security Council, with regard to novel legal and procedural questions; support for Member States in the identification of solutions to ensure the business continuity of intergovernmental bodies during the pandemic, including considerable efforts undertaken to enable consultations through virtual platforms or by correspondence; comprehensive advice to United Nations Secretariat departments, other entities of the United Nations system and Member States to address the legal implications of hosting events at United Nations Headquarters and in connection to measures undertaken in response to the pandemic; the holding of events to engage with Member States in support of their responses to COVID-19; and recovery efforts and the provision of remote workshop and training materials to a wider audience. Specific examples of the new or modified activities are provided

under subprogrammes 1, 2, 3, 4 and 5. The new or modified deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 1, 2, 3, 4 and 5.

6.22 Reflecting on the importance of continuous improvement and responding to the evolving needs of Member States, the Office of Legal Affairs will continue to mainstream lessons learned and best practices emerging from the adjustments and adaptation of its programme to the COVID-19 pandemic by continuing to explore alternatives to certain in-person capacity-building activities. This will be done taking into consideration the fact that, in view of the experience of and feedback from participants, some in-person capacity-building programmes cannot be replaced by activities conducted online, in particular the training programmes under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law. The circumstances created by COVID-19 restrictions did, however, lead to the development of certain interim measures, such as the preparation of a self-paced online learning curriculum, which was distributed to all applicants for the aforementioned training programmes. The Office will also continue to disseminate the self-paced curriculum widely as part of its build back better approach, including to future candidates whose applications have not been successful.

## Legislative mandates

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

### *Charter of the United Nations*

Article 13

Article 102

Article 98

### *General Assembly resolutions*

13 (I) Organization of the Secretariat

## Deliverables

6.24 Table 6.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 6.1

### **Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>8</b>	<b>30</b>	<b>6</b>	<b>10</b>
1. Report and notes to the General Assembly	2	7	3	6
2. Report of the Committee on Relations with the Host Country	1	1	1	1
3. Letters to the Security Council	2	4	2	3
4. Documents for the intergovernmental conference, under the auspices of the United Nations, to consider the recommendations of the Preparatory Committee on the elements and to elaborate the text of an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	3	18	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>7</b>	<b>10</b>	<b>7</b>	<b>12</b>
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	–	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
7. Meetings of the Fifth Committee	1	1	1	1
8. Meetings of the Committee on Relations with the Host Country	2	3	2	5
9. Annual meeting of the legal advisers and legal liaison officers of the United Nations offices, funds and programmes, specialized agencies and related and other organizations, and field legal advisers and officers	2	5	2	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days) <sup>a</sup>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>
10. Workshops on international law generally	2	4	2	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice and legal opinions in the context of the participation of the Legal Counsel in the Senior Management Group, the Executive Committee and other ad hoc groups.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> speeches and presentations by the Legal Counsel to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office of Legal Affairs and issues of public international law, the law of the sea and international trade law; promotion and leadership of the annual treaty event during the opening plenary meeting of the General Assembly session; and events to promote international law in New York, including the American Bar Association Day and International Law Weekend.				
<b>E. Enabling deliverables</b>				
<b>Internal justice and oversight:</b> representation of the Secretary-General before the United Nations Appeals Tribunal and advice on administrative law of the Organization.				
<b>Legal services:</b> legal advice, opinions and services to all principal and subsidiary organs of the United Nations, as detailed in the subprogrammes, on privileges and immunities, public international law, humanitarian law, international human rights law and the amicable settlement of disputes; administrative law of the Organization; claims arising from operational activities of the Organization; procurement activities; and the Organization's accountability measures and the areas of oceans and law of the sea, treaty law and international trade law.				

<sup>a</sup> Deliverables 12–14 adopted in the programme budget for 2021 (see [A/75/6/Add.1](#), table 6.1) are reflected in the present report under subprogramme 3.

## Evaluation activities

6.25 The Office of Legal Affairs will continue to strengthen its monitoring and evaluation functions, mainly through its Evaluation and Strategic Planning Unit and the Evaluation Working Group established within the Office. The adoption of a new evaluation policy, new standard operating procedures and the participation as observer in the United Nations Evaluation Group will continue to strengthen evaluation efforts.

6.26 For 2022, the programme is planning to undertake a self-evaluation of the provision, under subprogramme 1, of legal support in the processes related to negotiation and conclusion of host country and other agreements concluded during the relevant reporting period, in line with its mandate, in particular the provision of legal advice on provisions relating to privileges and immunities in those agreements.

## **Programme of work**

### **Subprogramme 1**

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

##### **Objective**

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

##### **Strategy**

6.28 To contribute to the objective, the subprogramme will provide legal advice on questions relating to the interpretation and application of the Charter, legal agreements and United Nations resolutions, rules and regulations, as well as on general questions of public international law, including international human rights law, international humanitarian law and international criminal law. The subprogramme will also provide advice to the United Nations and United Nations-assisted criminal tribunals and their oversight bodies, as well as to other international accountability mechanisms, including on their founding arrangements, statutes, terms of reference and rules of procedure, and on the functions of the Secretary-General thereunder.

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

- (a) A uniform and consistent practice of the law and, subsequently, in the effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law;
- (b) The protection of the privileges and immunities of the United Nations;
- (c) The effective functioning of the United Nations and United Nations-assisted international criminal tribunals and other international accountability mechanisms and their oversight bodies;
- (d) The appointment and reappointment of the principals of the United Nations and United Nations-assisted international criminal tribunals and other international accountability mechanisms;
- (e) Cooperation with the International Criminal Court.

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

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

##### **Legal and procedural support for business continuity measures that enabled decision-making by intergovernmental bodies**

6.31 In order to address the unprecedented situation created by the COVID-19 pandemic, which prevented intergovernmental bodies from meeting in person, novel legal and procedural questions were addressed so that intergovernmental bodies might continue to conduct their business and make necessary decisions within the limitations posed by the pandemic. The subprogramme provided assistance to the President of the General Assembly, the President of the Economic and Social Council and chairs and bureaux of other intergovernmental bodies so that they might continue to

exchange views, for example, through the holding of informal meetings on a virtual platform. Legal guidance on possible ways and methods to allow for the adoption of certain essential decisions and the holding of elections without an in-person meeting was provided, and various options were identified and put forward for further consideration. With respect to decision-making, the Assembly, the Economic and Social Council and the Security Council adopted procedures to allow for decisions to be adopted by correspondence. In the case of elections, where a secret ballot was needed, at the request of the President of the General Assembly, the Secretariat presented a non-paper entitled “Possible options for elections by the General Assembly without plenary meetings during the COVID-19 pandemic”. The Assembly adopted a procedure for holding elections by secret ballot without a plenary meeting during the pandemic (decision 74/557 of 29 May 2020). The subprogramme also advised on changes to certain procedures for the holding of elections by secret ballot during in-person meetings, consistent with the rules of procedure of the Assembly, such as changes to the distribution and casting of ballots, so that social distancing could be maintained at all times to minimize the spread of COVID-19.

6.32 The subprogramme was also involved in outlining possible options to allow for voting on draft resolutions and decisions by the General Assembly without a plenary meeting. The Secretariat was requested by the President of the General Assembly to prepare a non-paper on the matter. The document, entitled “Decision-making of the General Assembly by a vote (excluding elections) without a plenary meeting during the coronavirus disease (COVID-19) pandemic” was circulated by the President to Member States on 23 April 2020.

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

6.33 The above-mentioned work contributed to the objective, as the support provided facilitated the ability of the General Assembly and the Economic and Social Council, and their subsidiaries, to adopt essential and time-sensitive resolutions and decisions, even when in-person meetings were not taking place owing to the pandemic. Exchange of views were generally undertaken in virtual meetings which were informal in nature. The work also contributed to the holding in June 2020, without a plenary meeting, of the elections of five non-permanent members of the Security Council, 18 members of the Economic and Social Council and the President of the General Assembly of the seventy-fifth session of the Assembly (see table 6.2).

Table 6.2  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Legal and procedural support for business continuity measures that enabled intergovernmental bodies to adopt essential and time-sensitive resolutions and decisions and the holding in June 2020, without a plenary meeting, of elections of five non-permanent members of the Security Council, 18 members of the Economic and Social Council and the President of the General Assembly of the seventy-fifth session of the Assembly

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

6.34 Owing to the impact of COVID-19 during 2020, the subprogramme supported United Nations intergovernmental bodies, through the presiding officers, on issues related to COVID-19. The subprogramme responded to new types of requests for legal and procedural support from various United Nations intergovernmental bodies, including the General Assembly and the Economic and Social Council, to address the unprecedented situation created by the COVID-19 pandemic, which prevented the intergovernmental bodies from meeting in person, and in relation to ensuring business continuity during the pandemic. This involved addressing, analysing and advising on novel legal and procedural questions and supporting Member States in identifying a way forward so that critical business might continue, including through the holding of virtual meetings and the identification of possible alternative methods of decision-making. Field missions were cancelled, including a mission to Cambodia for the negotiation of an agreement on the residual functions of the Extraordinary Chambers in the Courts of Cambodia, a meeting of the Management Committee of the Special Tribunal for Lebanon in The Hague and a meeting of field legal advisers of peace operations, while others were held virtually, necessitating more preparatory work, written exchanges and virtual meetings to achieve a similar result.

6.35 The subprogramme also provided further support on issues related to COVID-19, within the overall scope of its objectives, in the form of comprehensive legal advice to the various departments of the United Nations Secretariat, to other United Nations system entities and to Member States to address the legal implications of the pandemic with respect to the hosting of United Nations events and large international conferences and forums. This included the provision of legal advice on privileges and immunities and related issues with regard to measures taken in response to the pandemic and medical evacuation arrangements. Various modifications to the standard provisions of host country agreements were developed to mitigate the legal risks and implications of events scheduled for 2021 and 2022. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

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

**Result 1: creating the authorizing environment for the reinvigorated resident coordinator system<sup>1</sup>****Programme performance in 2020**

6.37 The subprogramme continued extensive work related to the negotiation and conclusion of host country agreements for the new resident coordinator offices, in line with its mandate.

6.38 The above-mentioned work contributed to the conclusion of 59 host country agreements, which did not meet the planned target of the signing of all 149 host country agreements reflected in the programme budget for 2020. The COVID-19 pandemic, which has had a severe impact on most host countries, appears to have been a major contributing factor in that regard.

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

### Proposed programme plan for 2022

6.39 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 liaise and negotiate with host countries to ensure that the necessary legal framework is in place for resident coordinators. The expected progress is presented in the performance measure below (see table 6.3).

Table 6.3  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of host country agreements for reinvigorated resident coordinator system	Negotiation and conclusion of host country agreements	Further negotiation and conclusion of 59 host country agreements	Signing of all host country agreements that were not finalized in 2020	Negotiation and conclusion of additional host country agreements

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

### Result 2: host country agreement for the Fifth United Nations Conference on the Least Developed Countries<sup>2</sup>

#### Programme performance in 2020

6.40 As a result of the postponement of the Fifth United Nations Conference on the Least Developed Countries, substantive negotiations on the host country agreement were not undertaken in 2020 and are expected to take place in 2021. A virtual planning mission took place from 23 to 25 November 2020.

6.41 The work of the subprogramme did not meet the planned target of the Government of Qatar and the subprogramme agreeing on the legal provisions of the host country agreement for the holding of the Fifth United Nations Conference on the Least Developed Countries, reflected in the programme budget for 2021. The Conference was postponed owing to the COVID-19 pandemic and, by its resolution [74/232 B](#), the General Assembly decided to reschedule it and to hold it from 23 to 27 January 2022.

### Proposed programme plan for 2022

6.42 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 will assist with the drafting and negotiations of the host country agreement for the Fifth United Nations Conference on the Least Developed Countries and with legal and procedural matters arising before and during the Conference, including servicing of the Credentials Committee of the Conference during the Conference. The subprogramme will also assist, as needed, in the meeting of its intergovernmental preparatory committee. The subprogramme will also continue to assist substantive offices in the drafting and negotiations of host country agreements, including for other large-scale conferences away from Headquarters, in accordance with the subprogramme's mandate and legal requirements for the conclusion of such host country agreements. The expected progress is presented in the updated performance measure below (see table 6.4).

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

Table 6.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
–	General Assembly decides to hold the Fifth United Nations Conference on the Least Developed Countries in Doha from 21 to 25 March 2021	Negotiations on and planning of the Fifth United Nations Conference on the Least Developed Countries in Doha with host country, despite challenges caused by COVID-19	Signature of the host country agreement allowing for full participation by all participants in the Fifth United Nations Conference on the Least Developed Countries in Doha	Fifth United Nations Conference on the Least Developed Countries is held in Doha from 23 to 27 January 2022 Member States hosting of other large-scale conferences away from Headquarters based on host country agreements negotiated

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

### **Result 3: conclusion of a framework for the completion of the work of the Extraordinary Chambers in the Courts of Cambodia, including with regard to the drawdown of activities and the residual functions requiring performance**

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

6.43 In a letter to the Secretary-General dated 21 September 2018, the Steering Committee for the United Nations Assistance to the Khmer Rouge Trials requested the Secretariat to undertake consultations with the Extraordinary Chambers in the Courts of Cambodia and the Government of Cambodia in order to begin developing a framework for the completion of the work of the Extraordinary Chambers and identify residual functions, if any, that would need to be performed following the completion of its mandate, and to submit its report by 30 June 2019. The General Assembly made a similar request to the Secretary-General in its resolution [73/279](#) A of 22 December 2018, and reiterated it in its resolution [74/263](#) of 27 December 2019. In its resolution [75/257](#) of 31 December 2020, the Assembly requested the Secretary-General to continue consultations with the Government of Cambodia in order to finalize, for consideration by the Assembly, a proposed framework for the completion of the work of the Extraordinary Chambers, including with regard to the drawdown of activities and the residual functions requiring performance. The subprogramme undertook the requested consultations and provided its report to the Steering Committee on 28 June 2019. Subsequently, the subprogramme held working-level discussions with the Government of Cambodia on the identified possible residual functions and the necessary transitional arrangements proposed in the report.

#### *Lessons learned and planned change*

6.44 The lesson for the subprogramme was that there was a strong demand to continue consultations and finalize the framework for the completion of the work of the Extraordinary Chambers in the Courts of Cambodia virtually, as the situation created by the COVID-19 pandemic limited the possibility of conducting an in-person



mission to Cambodia. In applying the lesson, the subprogramme will continue to schedule and hold its consultations virtually, where possible and appropriate.

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

6.45 This work is expected to contribute to the objective, as demonstrated by the conclusion of the framework for the completion of the work of the Extraordinary Chambers in the Courts of Cambodia, including with regard to the drawdown of activities and the residual functions requiring performance, in the format of an addendum and other supplementary arrangements (see table 6.5).

Table 6.5  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Adoption of General Assembly resolution <a href="#">73/279</a> A of 22 December 2018, in which the Assembly requested the Secretary-General to undertake consultations with the Extraordinary Chambers in the Courts of Cambodia and the Government of Cambodia, in order to begin developing a framework for the completion of the work of the Extraordinary Chambers, and to identify residual functions, if any	<p>Progress on consultations with the Government of Cambodia is reported to Member States (<a href="#">A/74/359</a>, para. 27)</p> <p>The Steering Committee of the United Nations Assistance to the Khmer Rouge Trials receives a report on the consultations undertaken</p> <p>Adoption of General Assembly resolution <a href="#">74/263</a> of 27 December 2019, in which the Assembly noted the steps taken by the Secretary-General to develop a framework for the completion of the work of the Extraordinary Chambers and the identification of possible residual functions, and requested the Secretary-General to expedite the finalization of the framework</p>	<p>Identification by the Government of Cambodia and the United Nations of possible residual functions and necessary transitional arrangements for the Extraordinary Chambers</p> <p>Adoption of General Assembly resolution <a href="#">75/257</a> of 31 December 2020, in which the Assembly requested the Secretary-General to continue consultations with the Government of Cambodia in order to finalize, for consideration by the Assembly, a proposed framework for the completion of the work of the Extraordinary Chambers</p>	The General Assembly approves a framework for the completion of the work of the Extraordinary Chambers, and a draft addendum to the 2003 Agreement	<p>Conclusion of the framework for the completion of the work of the Extraordinary Chambers</p> <p>Implementation of the addendum, including through the conclusion of supplementary arrangements</p>

## Legislative mandates

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

### *Charter of the United Nations*

Article 104

Article 105

### *General Assembly resolutions*

22 (I)	Privileges and immunities of the United Nations	2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country
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## Deliverables

6.47 Table 6.6 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 6.6

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>16</b>	<b>7</b>	<b>13</b>
1. Report and notes to the General Assembly	2	7	3	6
2. Report of the Credentials Committee	1	1	1	1
3. Report of the Committee on Relations with the Host Country	1	1	1	1
4. Reports of the Credentials Committee on United Nations conferences	2	—	2	2
5. Reports concerning the election of judges of the International Court of Justice	3	3	—	—
6. Letters to the Security Council	2	4	—	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>85</b>	<b>44</b>	<b>76</b>	<b>89</b>
7. Meetings of the General Assembly and its committees	25	23	26	25
8. Meetings of the Credentials Committee of the General Assembly	1	1	1	1
9. Meetings of the Security Council and its subsidiary bodies	9	4	2	11
10. Meetings of the Economic and Social Council and its commissions	10	3	10	15
11. United Nations conferences and meetings of United Nations treaty bodies	30	10	30	30
12. Meetings of the Credentials Committee on United Nations conferences	3	—	2	2
13. Meetings of the Committee on Relations with the Host Country	5	3	5	5
14. Meetings of the panels of experts of the Secretary-General's trust fund to assist States in the settlement of disputes through the International Court of Justice	2	—	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>19</b>	<b>14</b>	<b>20</b>	<b>16</b>
15. Workshops on international law matters	2	4	4	4
16. Training events on United Nations rules of procedure	7	3	5	5
17. Training events on peacekeeping matters	3	—	4	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
18. Annual meeting of the legal advisers and legal liaison officers of the United Nations offices, funds and programmes, specialized agencies and related and other organizations and field legal advisers and officers	7	7	7	7

#### C. Substantive deliverables

**Consultation, advice and advocacy:** legal advice to and consultation with the General Assembly, the Security Council and the Main Committees of the Assembly on constitutional, institutional and procedural questions; legal advice to and consultation with the six United Nations funds and programmes on privileges and immunities; legal advice to and consultation with three United Nations-assisted international criminal tribunals and their oversight bodies; consultation with the 15 specialized agencies of the United Nations system on legal issues; and consultation with the International Criminal Court on cooperation matters.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** speeches and presentations by the Legal Counsel to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office of Legal Affairs and issues of public international law; and events to promote international law in New York, including those of the American Bar Association.

#### E. Enabling deliverables

**Legal services:** legal advice to and support for the Secretariat and the funds and programmes on privileges and immunities and public international law, including humanitarian law, international human rights law and the pacific settlement of disputes; legal advice to and support for one United Nations criminal tribunal and its oversight body and other international accountability mechanism; legal advice to and support for approximately 12 peacekeeping and 38 special political missions; liaison with the International Court of Justice and fulfilment of the responsibilities of the Secretary-General under the Statute of the Court; legal advice to and support for four Secretariat offices and four other entities and bodies on disarmament, sanctions and security; legal advice to 18 United Nations entities on the interpretation and enforcement of the Relationship Agreement between the United Nations and the International Criminal Court.

## Subprogramme 2 General legal services provided to United Nations organs and programmes

### Objective

6.48 The objective, to which this subprogramme contributes, is to maximize the protection of the legal interests of the Organization and to minimize its legal liabilities.

### Strategy

6.49 To contribute to the objective, the subprogramme will advise on accountability measures, including on internal sanctions and external enforcement action and liaison with national authorities. It will advise on the legal aspects arising from United Nations operational activities, including its peacekeeping, humanitarian and other missions. It will also represent the Secretary-General and advise on matters in the system for the administration of justice of the Organization and on administrative and management issues. It will assist the Organization, its organs or its separately administered funds and programmes by providing legal advice on procurement and substantive contracts and on operational and technical assistance activities of those entities.

6.50 The subprogramme will also provide legal services for resolving disputes of a private law character involving the operations of the Organization, its organs or its funds and programmes and represent the Secretary-General before the United Nations Appeals Tribunal in cases involving those entities.

6.51 The subprogramme plans to support the Organization and its principal and subsidiary organs on issues related to COVID-19 by responding to requests for urgent legal advice arising from the COVID-19 pandemic.

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

- (a) The full maintenance of the status, legal rights and privileges and immunities of the Organization;
- (b) The reduction of actual legal liability of the Organization.

## Programme performance in 2020

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

### Continuity of business operations during the COVID-19 pandemic through timely legal and business-critical legal support

6.54 The subprogramme is part of the Organization's central legal service, which provides legal services to all principal and subsidiary organs of the United Nations, including United Nations offices and departments, peacekeeping and special political missions, funds and programmes and regional commissions. The subprogramme has undertaken new activities on issues related to COVID-19, within the overall scope of its objective. The subprogramme provided critical and timely legal advice to address the unique needs created by the pandemic. This included advising on the legal aspects of business continuity, such as support for medical evacuation and strengthening testing and treatment response capacities worldwide. Additional services were provided to ensure the availability of accurate and targeted information about the pandemic and public health measures and to support the Organization's humanitarian response to the pandemic.

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

6.55 The above-mentioned work contributed to the objective, as demonstrated by the business continuity of the Organization, despite the operational impact of the pandemic on the Organization (see table 6.7).

Table 6.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Business continuity of the Organization, despite the operational impact of the COVID-19 pandemic on the Organization

## Planned results for 2022

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

**Result 1: reduction of actual legal liability of other claims<sup>3</sup>****Programme performance in 2020**

6.57 The subprogramme developed a suite of model *de minimis* contracts for use by managers conducting procurement of low-value, low-risk requirements. These model contracts provide managers with simplified documents to contract with vendors effectively and efficiently, while maximizing the protection of the legal interests of the Organization and minimizing its legal liabilities.

6.58 The above-mentioned work contributed to the use of model contracts for *de minimis* requirements of goods and services by managers, who also provided feedback on those models, and subsequently assisted in reducing the legal liabilities of the Organization, which met the planned target of model contracts for *de minimis* requirements of goods and services used by managers and of feedback received, reflected in the programme budget for 2020.

**Proposed programme plan for 2022**

6.59 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 include the development of new model contracts with a view to maximizing the protection of the legal interests of the Organization and minimizing its legal liabilities. The expected progress is presented in the performance measure below (see table 6.8).

Table 6.8  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of model contracts for <i>de minimis</i> requirements of goods and services	Development of model contracts for <i>de minimis</i> requirements of goods and services in consultation with managers	Model contracts for <i>de minimis</i> requirements of goods and services used by managers and feedback received	Strengthened contracts following revisions made on the basis of experience gained from the use of such model contracts	Managers have access to new model contracts that will maximize the protection of the legal interests of the Organization and minimize its legal liabilities

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

**Result 2: continued reduction of actual legal liability of the Organization<sup>4</sup>****Programme performance in 2020**

6.60 The subprogramme provided legal services for resolving disputes of a private law character involving the operations of the Organization, its subsidiary bodies and organs. Furthermore, the subprogramme provided timely and effective legal advocacy and support for these entities. This work included reviewing and providing comments or advice, written and oral, and negotiating with claimants and their lawyers on contractual and other private law claims. When required, the subprogramme

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

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

represented the Organization in arbitral proceedings to resolve claims in a manner that minimized the Organization's legal liabilities.

6.61 The above-mentioned work contributed to resolving mainly commercial disputes of a private law character involving the operations of the Organization, which originally totalled an aggregate amount of \$76,292,539, for \$26,862,639, thereby resulting in actual liability of 35 per cent of the amounts originally claimed, which met the planned target of actual legal liability being no more than 35 per cent of original amounts claimed, reflected in the programme budget for 2021. In addition, successful appeals by the subprogramme to the United Nations Appeals Tribunal resulted in a reduction by \$78,910 of compensations awarded by the United Nations Dispute Tribunal.

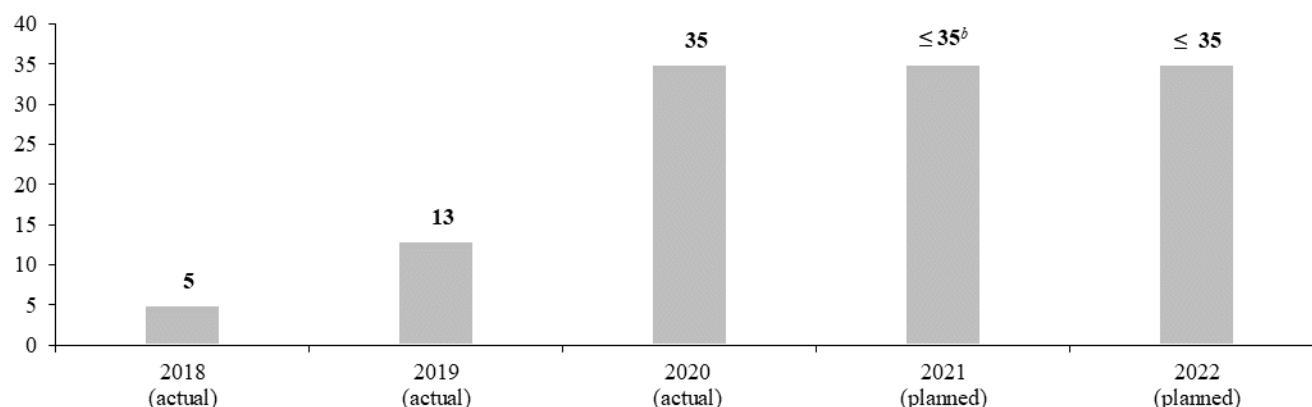
#### **Proposed programme plan for 2022**

6.62 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 timely and effective legal advocacy and support to the above-mentioned entities, including negotiating with claimants and their lawyers and representing the Organization in arbitral proceedings to resolve claims in a manner that minimizes the Organization's legal liabilities. The expected progress is presented in the performance measure below (see figure 6.I).

Figure 6.I

**Performance measure: actual legal liability of the Organization against amounts originally claimed against the Organization<sup>a</sup>**

(Percentage)



<sup>a</sup> Only claims resolved in any given calendar year by way of settlement negotiations, arbitral proceedings and closure owing to claimants not pursuing further their claims against the Organization are included.

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

### **Result 3: improved efficiency in finalizing partnership agreements**

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

6.63 The subprogramme has been assisting Secretariat units and offices at and away from Headquarters and in funds and programmes, regional commissions and other subsidiary organs in the drafting, negotiation and review of various partnership agreements with Member States, civil society and the private sector, in support of Sustainable Development Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

*Lessons learned and planned change*

6.64 The lesson for the subprogramme was that often similar questions and concerns arise when concluding such partnerships. In applying the lesson, the subprogramme will develop guidance materials on the legal aspects of entering into partnerships with Member States, civil society and the private sector entities, which would address certain legal issues common to all substantive offices, such as the manner in which the United Nations name and emblem ought to be used and other intellectual property rights issues, as well as liability and financial arrangements.

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

6.65 This work is expected to contribute to the objective of finalizing partnership agreements in a timely manner by making guidance materials on common legal issues available to maximize the protection of the legal interests of the Organization and minimize its legal liabilities (see table 6.9).

Table 6.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	Pilot guidance materials on select common legal issues available to all substantive offices	Increased access to guidance materials on legal issues common to partnership agreements

**Legislative mandates**

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

*Charter of the United Nations*

Article 104

Article 105

*General Assembly resolutions*

22 (I)	Privileges and immunities of the United Nations	70/112	Administration of justice at the United Nations
62/63	Criminal accountability of United Nations officials and experts on mission		

**Deliverables**

6.67 Table 6.10 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 6.10

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

**Internal justice and oversight:** legal services to all principal and subsidiary organs of the United Nations, including to all United Nations offices and departments, all peacekeeping and special political missions, all regional commissions and all funds and programmes, consisting of representing the Secretary-General before the United Nations Appeals Tribunal; advice on administrative law of the Organization; representing the Organization before arbitral tribunals and advice on claims arising from the operational activities of the Organization; advice on procurement activities and the preparation and negotiation of substantial contracts for the acquisition of goods or services for United Nations operations; advice on the Organization's accountability measures in relation to internal sanctions and external enforcement actions against United Nations officials, experts on mission and third parties for fraud, corruption and other wrongdoing; advice on development, technical and humanitarian assistance activities, including partnerships with the private sector; and advice to all peacekeeping and special political missions on logistical and other support arrangements with Governments, other international organizations, partners and United Nations entities, including on the establishment of boards of inquiry, participation in peacekeeping-related standing committees and training, and the development of policies, reports, framework agreements, guidelines and standard operating procedures.

**Subprogramme 3****Progressive development and codification of international law****Objective**

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

**Strategy**

6.69 To contribute to the objective, the subprogramme will continue to provide substantive support to the Sixth Committee, the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences in their consideration and formulation of legal instruments, by assisting in the conduct of proceedings, rendering legal advice, preparing draft texts of legal instruments, resolutions and decisions and preparing background documents, analytical studies and reports. The subprogramme will continue to provide legal bodies of the General Assembly with assistance when considering the use by States of the procedures envisaged under the relevant resolutions of the Assembly.

6.70 The subprogramme will also continue to implement the mandates of the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, established by the General Assembly. This includes the planning, organization and conduct of four in-person training programmes, namely, the International Law Fellowship Programme and the United Nations Regional Courses in International Law for Africa, for Latin America and the Caribbean and for Asia-Pacific; the further development, dissemination and maintenance of the Audiovisual Library of International Law, a virtual training and research centre accessible free of charge on the Internet; and the preparation and dissemination of major legal publications and of information on the legal work of the United Nations.

6.71 The subprogramme plans to support Member States by assisting the bureaux of the bodies that the subprogramme services in devising and implementing working methods and work programmes that ensure business continuity.



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

- (a) The smooth deliberations of legislative and legal bodies, the conclusion of draft legal instruments and the promotion of universal respect for international law;
- (b) The wider appreciation of international law and an increased number of individuals trained to gain an understanding of it;
- (c) The International Law Commission advancing its study on sea level rise in relation to international law.

## Programme performance in 2020

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

### Safeguarded deliberations of the Sixth Committee during restrictions to in-person meeting resulting from the COVID-19 pandemic

6.74 The subprogramme serves as the secretariat of the Sixth Committee of the General Assembly, which traditionally holds its annual session in October and November. In 2020, there was a significant risk that constraints on the holding of meetings at United Nations Headquarters as a consequence of the COVID-19 pandemic might affect the ability of the Sixth Committee to hold and conclude its annual session. The subprogramme supported the Bureau of the Committee in devising and implementing a work programme designed to ensure business continuity while taking into account the concerns and preferences of delegations. In several instances, this involved implementing new working methods, on an exceptional basis, as well as relying on information and communications technology.

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

6.75 The above-mentioned work contributed to the objective, as demonstrated by the conclusion of the consideration of all agenda items allocated to the Sixth Committee despite ongoing constraints on the convening of in-person meetings arising as a consequence of the sanitary and health-related measures implemented in the light of the COVID-19 pandemic (see table 6.11).

Table 6.11

#### Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Concluded consideration of all agenda items allocated to the Sixth Committee under normal working conditions	Concluded consideration of all agenda items allocated to the Sixth Committee under normal working conditions	Concluded consideration of all agenda items allocated to the Sixth Committee despite ongoing restrictions resulting from the COVID-19 pandemic

### Impact of COVID-19 on subprogramme delivery

6.76 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel certain activities under the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, namely, the in-person training programmes. In exploring alternatives to in-person programmes, the lack of Internet connectivity for certain beneficiaries, the multiple time zones to

accommodate and the few hours that could be used for training raised significant challenges. Twelve lecture recordings of the Audiovisual Library of International Law were cancelled in New York owing to COVID-19, as well as an off-site recording session. The Library team was unable to upload new content on the Library website as it did not have access to the remote server for several months for cybersecurity reasons. Likewise, the subprogramme was affected by the postponement of the 2020 session of the International Law Commission resulting from the impact of COVID-19. The subprogramme identified modified activities to provide some form of capacity-building until the in-person programmes could safely resume. For example, applicants to the cancelled training programmes were provided with a self-paced remote learning curriculum developed by the subprogramme as an interim means of capacity-building. Such modified activities confirmed that the in-person format could not be replaced. The importance of exchanges taking place during the training programmes was underscored by the Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law at its fifty-fifth session, on 9 October 2020.

## **Planned results for 2022**

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

### **Result 1: reaching a wider audience interested in international law<sup>5</sup>**

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

6.78 The subprogramme continued the work related to the teaching, dissemination and wider appreciation of international law, in line with its mandate, and undertook initiatives to help audiences to increase their access to and knowledge of core topics of international law.

6.79 The above-mentioned work contributed to increased accessibility to and knowledge of international law by a wider audience of beneficiaries, which met the planned target of the use of miniseries of lectures addressing core topics of international law in video and podcast format, reflected in the programme budget for 2020. Miniseries on topics of international law, such as “Diplomatic and consular relations”, “International human rights law” and “Law of State responsibility”, were added to the Audiovisual Library of International Law in 2020 in both video and audio formats.

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

6.80 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will support teaching, dissemination and wider appreciation of international law through the continued expansion of the miniseries, thereby contributing to further increased accessibility and knowledge of international law. The expected progress is presented in the performance measure below (see table 6.12).

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<sup>5</sup> As reflected in the programme budget for 2020 (A/74/6/Add.1).

Table 6.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence on the website of the Audiovisual Library of International Law of easily accessible modules on introductory international law topics for users with limited knowledge	Development and production of miniseries of lectures addressing core topics of international law	Use of miniseries of lectures addressing core topics of international law in video and podcast format, contributing to increased accessibility and knowledge of international law by a wider audience	Expansion of the miniseries of lectures on core topics of international law in terms of the subject matter addressed, thereby contributing to further increased accessibility and knowledge of international law	Expansion of the miniseries of lectures on core topics of international law in terms of the subject matter addressed, thereby contributing to further increased accessibility and knowledge of international law

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

## Result 2: information relating to international law accessed by more than half a million people<sup>6</sup>

### Programme performance in 2020

6.81 The subprogramme has a mandate to disseminate information relating to international law, in particular the activities of the legal bodies serviced by it. This is undertaken through the preparation of a number of publications, issued in hard copy, including the *United Nations Juridical Yearbook*, the *United Nations Legislative Series*, the *Reports of International Arbitral Awards*, the *Summaries of the Judgments, Advisory Opinions and Orders of the International Court of Justice*, the *Yearbook of the International Law Commission*, *The Work of the International Law Commission*, the *Repertory of Practice of United Nations Organs* and the official records of various diplomatic conferences of plenipotentiaries convoked by the General Assembly to negotiate multilateral treaties.

6.82 The activities of the subprogramme in the dissemination of information related to international law have also moved online through the establishment and expansion of more than 20 websites. In addition to the Audiovisual Library of International Law, the subprogramme maintained dedicated websites for the publications listed above and for all of the legal bodies for which it serves as the secretariat, including the Sixth Committee, the International Law Commission and the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization. While the websites are intended primarily for use by Member States and entities of the United Nations system, they also provide the general public, in particular academia, with information on the activities of the Organization in the progressive development and codification of international law. All the websites contain extensive information and were designed as research tools by including, for example, full-text search capability and links to documents in all official languages of the United Nations (to the extent available). By providing anyone with Internet access the ability to research the work of the legal bodies of the United Nations, the subprogramme seeks to enhance accessibility to information about, and knowledge of, international law.

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

6.83 The above-mentioned work contributed to attaining the objective of advancing knowledge of international law, as evidenced by 638,000 individual website end users, which exceeded the planned target of 590,000 individual website end users, reflected in the programme budget for 2021.

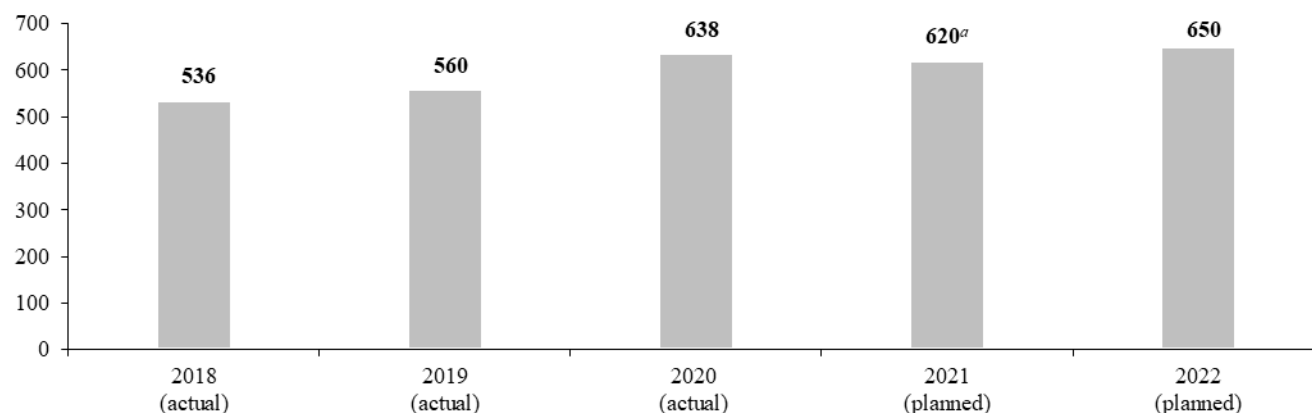
#### **Proposed programme plan for 2022**

6.84 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 maintain and expand its various websites with the goal of continuing to increase the number of individual end users. The expected progress is presented in the performance measure below (see figure 6.II).

Figure 6.II

#### **Performance measure: number of individual end users of websites (annual)**

(Thousands of users)



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

### **Result 3: advancement of the International Law Commission's study on sea level rise in relation to international law**

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

6.85 In line with its mandate to support the progressive development of international law and its codification, the subprogramme will assist the International Law Commission with advancing knowledge and understanding of the possible legal effects of sea level rise under international law, which is critical to global efforts to combat this aspect of climate change and to mitigate its consequences, in particular for small island developing States and States with low-lying coastal areas. The subprogramme has provided the Co-Chairs of the International Law Commission Study Group with research material and assistance relevant to consideration of the possible legal effects on the baselines of States, the outer limits of their maritime spaces measured from the baselines and their maritime boundaries.

#### *Lessons learned and planned change*

6.86 The lesson for the subprogramme was the need to enhance its internal expertise on the complex implications of sea level rise for international law. In applying that lesson, the subprogramme will continue to strengthen its substantive knowledge of the applicable legal and policy questions, in particular those applicable to rules under

international law concerning statehood and the protection of persons. In doing so, the subprogramme will provide further research material and assistance to the Co-Chairs of the International Law Commission Study Group, in line with its mandate. This will enable the Group to advance its study in 2022 to cover also issues related to statehood, which may emerge as a consequence of sea level rise, and the protection of persons displaced by sea level rise.

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

6.87 This work is expected to contribute to the objective, as demonstrated by the advancement in the International Law Commission's study of issues related to statehood, which may emerge as a consequence of sea level rise, and the protection of persons displaced by sea level rise (see table 6.13).

Table 6.13

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Co-Chairs of the International Law Commission Study Group have access to research material for consideration of the possible protection of persons	Identification by the International Law Commission of focus areas on implications of sea level rise	Advancement in the International Law Commission's study of issues related to statehood and the protection of persons displaced by sea level rise

## Legislative mandates

6.88 The list provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

174 (II)	Establishment of an International Law Commission	75/132	Criminal accountability of United Nations officials and experts on mission
487 (V)	Ways and means for making the evidence of customary international law more readily available	75/133	Report of the United Nations Commission on International Trade Law on the work of its fifty-third session
987 (X)	Publication of the documents of the International Law Commission	75/134	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
2099 (XX)	Technical assistance to promote the teaching, study, dissemination and wider appreciation of international law	75/135	Report of the International Law Commission on the work of its seventy-second session
3006 (XXVII)	<i>United Nations Juridical Yearbook</i>	75/136	Crimes against humanity
73/209	Protection of persons in the event of disasters	75/137	Expulsion of aliens
73/276	Administration of justice at the United Nations	75/138	Status of the Protocols Additional to the Geneva Convention of 1949 and relating to the protection of victims of armed conflicts
74/180	Responsibility of States for internationally wrongful acts		
74/188	Diplomatic protection	75/139	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
74/189	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm		
74/193	The law of transboundary aquifers		

75/140	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	75/143	Responsibility of international organizations
		75/144	Strengthening and promoting the international treaty framework
75/141	The rule of law at the national and international levels	75/145	Measures to eliminate international terrorism
75/142	The scope and application of the principle of universal jurisdiction	75/146	Report of the Committee on Relations with the Host Country

## Deliverables

6.89 Table 6.14 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 6.14

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>17</b>	<b>14</b>	<b>14</b>	<b>17</b>
1. Reports on items before the Sixth Committee of the General Assembly, including on measures to eliminate international terrorism, on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law and on criminal accountability of United Nations officials and experts on mission	17	14	14	17
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>138</b>	<b>32</b>	<b>138</b>	<b>147</b>
2. Meetings of the Sixth Committee	40	26	40	40
3. Meetings of the International Law Commission	86	–	87	96
4. Meetings of the Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	2	1	2	1
5. Meetings of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	8	5	7	8
6. Meetings of the Ad Hoc Committee established by General Assembly resolution 51/210 of 17 December 1996	2	–	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>88</b>	<b>20</b>	<b>88</b>	<b>88</b>
7. International Law Fellowship Programme	30	–	30	30
8. United Nations Regional Course in International Law for Africa	20	20	20	20
9. United Nations Regional Course in International Law for Asia-Pacific	19	–	19	19
10. United Nations Regional Course in International Law for Latin America and the Caribbean	19	–	19	19
<b>Publications</b> (number of publications)	<b>11</b>	<b>8</b>	<b>8</b>	<b>8</b>
11. <i>Repertory of Practice of United Nations Organs</i>	2	–	–	1
12. <i>United Nations Legislative Series</i>	1	–	–	–
13. <i>Yearbook of the International Law Commission</i>	5	5	5	5
14. <i>United Nations Juridical Yearbook</i>	2	1	1	1
15. <i>United Nations Juridical Yearbook: special edition</i>	–	–	1	–
16. <i>Reports of International Arbitral Awards</i>	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
17. Publication on the commemoration of the seventieth anniversary of the International Law Commission	—	1	—	—
<b>Technical materials</b> (number of materials)	<b>25</b>	<b>56</b>	<b>25</b>	<b>25</b>
18. Entries in the United Nations Audiovisual Library of International Law, including lectures	25	56	25	25
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to intergovernmental and expert bodies, including the Sixth Committee and the International Law Commission; provision of technical expertise to the Special Rapporteurs of the International Law Commission, including in relation to reports to the Commission.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> lectures, briefings and technical assistance, upon request, on public international law.				
<b>Digital platforms and multimedia content:</b> websites, including those pertaining to the Sixth Committee, the International Law Commission, the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law and the publications prepared by the subprogramme; development, updates and maintenance of the online Audiovisual Library of International Law, which provides high-quality training to an unlimited number of individuals and institutions around the world.				

## Subprogramme 4

### Law of the sea and ocean affairs

#### Objective

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

#### Strategy

6.91 To contribute to the objective, the subprogramme will continue to provide expert advice to States and international organizations on the law of the sea and ocean affairs, in particular with respect to the United Nations Convention on the Law of the Sea of 1982, the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks of 1995 and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries.

6.92 The subprogramme will continue to support, in particular, sustainable fisheries-related cooperative activities among States and other entities. The subprogramme will also continue to provide services to the Commission on the Limits of the Continental Shelf. The subprogramme will carry out expanded capacity-building activities (fellowships, training courses, workshops) in collaboration with relevant stakeholders.

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

(a) The effective implementation by States of those instruments and an increased number of States parties to the Convention and its implementing agreements;

(b) Enhanced cooperation and coordination among stakeholders on ocean and coastal issues leading to enhanced conservation and sustainable use of the oceans and their resources;

(c) A better understanding of the legal regime for the oceans and the enhanced human resource capacity of Member States, in particular developing countries, to implement that regime effectively.

## **Programme performance in 2020**

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

### **Advancement in the development of an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction**

6.95 In the light of the unprecedented rate of continued loss of marine biodiversity and the impacts of unsustainable practices on the marine environment and its resources, the General Assembly initiated in 2005 a process to study issues relating to the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction. This process led to the decision of the Assembly, in 2017, to convene an intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (resolution [72/249](#)).

6.96 The subprogramme continued to support the work of the conference in 2018 and 2019 during an organizational meeting and three sessions, in particular the development of an instrument under the Convention, by, inter alia, assisting its President and delegations in preparing draft texts of an agreement, assisting with reports to the plenary from facilitators of established informal working groups to ensure transparency, providing inputs to the statements by the President, including proposals for a way forward, preparing reference compilations, including article-by-article compilations of textual proposals, and otherwise facilitating the work of delegations, thus enabling them to advance their discussions and the overall goals of the conference during the intersessional period.

6.97 While the General Assembly decided to postpone the fourth session of the conference scheduled in 2020 owing to the COVID-19 pandemic (decision 74/543), the subprogramme serviced virtual meetings and consultations convened by the President of the Conference, including meetings of the Bureau, to prepare an intersessional programme of work. The subprogramme also organized and serviced intersessional forums and assisted the facilitators of the informal working groups in identifying key questions for discussions.

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

6.98 The above-mentioned work contributed to the objective, as demonstrated by Member States having access to a revised draft text of an agreement and the compilation of textual proposals for consideration at the fourth session. Furthermore, the work also contributed to positive feedback from Member States on the working sessions and the compilation and drafting of revisions of the text of an agreement (see table 6.15).



Table 6.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Member States, delegations and other relevant stakeholders have access to all information related to the conference	Member States and delegations have access to a comprehensive paper with proposals (more than 700 pages), and the understanding of the issues by Member States is advanced by developing a first draft of the text of an agreement	Member States have access to a revised draft text of an agreement, and textual proposals are compiled for consideration at the fourth session  Positive feedback from Member States on the working sessions and compilation and drafting of revisions to the text of an agreement

### Impact of COVID-19 on subprogramme delivery

6.99 Owing to the COVID-19-related postponement of the fourth session of the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction and of the twenty-first meeting of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea, the subprogramme had to cancel in-person processes planned in support of those meetings and, in the case of the intergovernmental conference, made extensive efforts to support alternative intersessional dialogues. The pandemic also affected the development of the second *World Ocean Assessment* by 2020, which depended on in-person expert activities, and planned related awareness-raising activities. The development of the Assessment was carried forward by less effective and efficient virtual processes requiring additional logistical support by the subprogramme. Furthermore, owing to the pandemic, the subprogramme postponed planned in-person capacity-building activities and deferred fellowships. The subprogramme enabled consultations through virtual platforms or by correspondence and assisted Member States, members of the Commission on the Limits of the Continental Shelf and experts in the use of other web-based working methods to ensure the timely delivery of mandated activities. Planned in-person activities to raise awareness of the forthcoming launch of the second Assessment and to strengthen the ocean science-policy interface were replaced by a series of online activities, including a science-policy literacy campaign and a webinar. Planned technical cooperation activities were transitioned to online modes of delivery, including virtual consultations, workshops and trainings. Regarding capacity-building activities, two online training programmes were delivered for participants selected for the in-person fellowships in 2020 and to a broader audience of ocean experts. Those changes had an impact on the programme performance in 2020, as specified in results 2 and 3 below.

6.100 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, the Group of Experts of the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects incorporated research results in the second *World Ocean Assessment* regarding the implications of the COVID-19 pandemic for human uses of the ocean, especially in relation to maritime industries. One of the online training programmes was aimed at increasing the participants' understanding of the impacts of and responses to the pandemic in the context of law of the sea and ocean affairs, as a first step towards the development of resilience strategies. The

implementation of a project to assist States in developing ocean economy and trade strategies was also adjusted to include activities on the impacts of the pandemic on ocean governance, livelihoods and broader blue economy value chains. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: strengthen the science-policy interface by developing the second *World Ocean Assessment*<sup>7</sup>**

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

6.102 The subprogramme continued to provide substantive and conference services support to the Ad Hoc Working Group of the Whole on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, the Bureau, the Group of Experts, the Pool of Experts and the writing teams on their work related to the development of the second *World Ocean Assessment*. The subprogramme also provided substantive and technical support for the review of the Assessment, including a peer review by experts, followed by a review by States during which more than 3,000 written comments were received and shared with the Group of Experts. The subprogramme continued to provide secretariat support in relation to editing, translation and desktop publishing and started online activities to raise awareness of the Assessment, strengthening the science-policy interface.

6.103 The above-mentioned work contributed to the completion of the second *World Ocean Assessment*, which the General Assembly, in its resolution [75/239](#), welcomed and approved the summary of and which will result in strengthening the science-policy interface, which will further support the sustainable and integrated ocean management. This did not meet the target of the publication of the second *World Ocean Assessment*, reflected in the programme budget for 2020, owing to the delays in finalizing its draft caused by the impact of the COVID-19 pandemic on some members of the Group of Experts and writing teams.

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

6.104 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will provide support for the development of brief documents outlining specific policy-relevant information from the second *World Ocean Assessment*, as they may relate to and support other ocean-related intergovernmental processes. The subprogramme will further develop and start the implementation of a capacity-building programme to strengthen the science-policy interface at the national, regional and global levels. The subprogramme will continue to develop and implement an outreach and engagement strategy, in line with the decision of the Ad Hoc Working Group and the lessons learned from the second cycle. The expected progress is presented in the performance measure below (see table 6.16).

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<sup>7</sup> As reflected in the programme budget for 2020 ([A/74/6/Add.1](#)).

Table 6.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Constitution of the Pool of Experts and writing teams, and organization of regional workshops	Preparation and peer review of the chapters of the second <i>World Ocean Assessment</i>	Completion of the second <i>World Ocean Assessment</i> ; approval of its summary by the General Assembly, resulting in a strengthened science-policy interface	First year of the third cycle of the Regular Process, for the period 2021–2025; start of work on the third <i>World Ocean Assessment</i>	Member States have access to documents outlining policy-relevant information from the second <i>World Ocean Assessment</i> , and States have increased opportunities to develop capacity in strengthening the science-policy interface

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

## Result 2: progress in making global fisheries sustainable<sup>8</sup>

### Programme performance in 2020

6.105 The subprogramme facilitated intensive consultations among Member States dealing with assessing the impact of the pandemic on sustainable fisheries processes. Notwithstanding the fifteenth round of informal consultations of States parties to the Fish Stocks Agreement, both the review on bottom fishing and the resumed Review Conference on the Fish Stocks Agreement were postponed to 2022. The subprogramme completed a range of preparatory work for the above-mentioned processes, including the issuance of a report on bottom fishing and the development of preliminary documents for the resumed Review Conference. The subprogramme provided input to capacity-building activities aimed at improving the sustainability of global fisheries through the improved implementation of the international legal regime for fisheries.

6.106 The above-mentioned work contributed to countries and regional fisheries management organizations and arrangements continuing preparations for the resumption of the Review Conference, which did not meet the planned target of countries and regional fisheries management organizations finalizing preparations for the new session of the Review Conference, reflected in the programme budget for 2021, owing to the COVID-19 situation and the postponement of the resumed Review Conference to 2022. The questionnaires to be compiled by States and regional fisheries management organizations and arrangements to inform the drafting of a report of the Secretary-General were not distributed. In spite of the postponement, the subprogramme continued to assist States by facilitating consultations by correspondence and thus contributed to the development of an agreement on the draft agenda and draft organization of work for the Conference.

### Proposed programme plan for 2022

6.107 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

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

preparation, convening and substantive follow-up to the resumed Review Conference and the facilitation of the review by the General Assembly of its resolutions addressing the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks. The expected progress is presented in the updated performance measure below (see table 6.17).

Table 6.17  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Countries commit to considering becoming party to the Fish Stocks Agreement (three further ratifications in 2018) and implementing Review Conference recommendations	Countries and regional fisheries management organizations and arrangements continue to review and implement recommendations; the General Assembly decides to hold a new session of the Review Conference in 2021	Countries and regional fisheries management organizations make progress on the preparations for the new session of the Review Conference; Member States have access to a report of the Secretary-General on the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea stocks	Countries and regional fisheries management organizations and arrangements receive and begin compiling questionnaires regarding the implementation of the recommendations of the Review Conference held in 2016; countries consider the implementation of an ecosystem approach to fisheries management in the context of the informal consultations of the States parties to the Fish Stocks Agreement	The Review Conference reviews the implementation by States and regional fisheries management organizations and arrangements of the 111 recommendations adopted in 2016 on the basis of a report of the Secretary-General and adopts further recommendations on the enhanced implementation of the Fish Stocks Agreement, as necessary; the Assembly undertakes a review on the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks

### Result 3: improved capacity for sustainable and integrated ocean governance

#### Proposed programme plan for 2022

6.108 Expanding capacity-building activities for developing States to meet the increased need for assistance to fully implement the Convention, the Fish Stocks Agreement and related instruments, as well as to benefit from the sustainable development of the oceans and seas and participate fully in related global and regional forums, is one of the primary mandates of the Secretary-General reflected in annual General Assembly resolutions. The impacts of the pandemic further highlighted the importance of capacity-building in assisting States and intergovernmental organizations with realizing the potential of the oceans and seas to achieve a sustainable and resilient recovery. The subprogramme has provided a range of needs-based and mutually reinforcing activities, including technical cooperation projects, fellowships, workshops, advice, outreach programmes, special events and

information materials. These cover various relevant fields, including: (a) the Convention, the Fish Stocks Agreement and related instruments, as well as other mandated processes; (b) ocean affairs, including best practices, and national adaptations; (c) the 2030 Agenda and its Sustainable Development Goals; (d) sustainable ocean-based economies; and (e) oceans and climate change.

#### *Lessons learned and planned change*

6.109 The lesson for the subprogramme was that capacity-building activities generate more relevant and lasting impacts when tailored to identified needs, guided by the aim to increase local ownership, and adopting a multi-stakeholder approach. In applying the lesson, the subprogramme will work with national partners and intensify its efforts to ensure that capacity-building activities are guided by identified needs and it will aim to increase local ownership and a multi-stakeholder approach in every step. The subprogramme will also develop strategic medium- and long-term partnerships with relevant stakeholders, including its partners within and outside the United Nations system, to explore, as far as practicable, synergies among activities towards the joint development and implementation of capacity-building activities. Lastly, as a result of the postponement of planned in-person capacity-building activities and the deferral of fellowships caused by the COVID-19 pandemic, the importance of effectively using online modes of delivery, including virtual consultations, workshops and trainings, has come to the fore. The subprogramme will further develop and implement additional virtual capacity-building activities, while recognizing that in-person activities offer a more effective and impactful mode of delivery.

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

6.110 This work is expected to contribute to the objective, as demonstrated by improved regional and national capacity to implement the Convention regime and establish and implement ocean governance measures. Improved capacity enables States to establish and implement sustainable and integrated ocean governance measures, including through the adoption or revision of national legislation, policies and mechanisms, and effective and informed participation in relevant international negotiations (see table 6.18).

Table 6.18  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
States have access to new programmes and additional in-person training opportunities enhancing their understanding of ocean governance, including linkages between the Convention and the Sustainable Development Goals, as well as informed participation in the Preparatory Committee on an international legally binding	States have access to additional training opportunities to improve their capacity to develop and implement national strategies for the development of ocean-based economic sectors within the Convention framework	States have access to new projects and additional technical assistance and virtual training opportunities to enhance their understanding and mitigation of the implications of the COVID-19 pandemic on oceans and the law of the sea, as well as to increase accessibility and knowledge-sharing by a wider audience	States take action, for example through policies, to reinforce local ownership  States have access to new and additional multi-stakeholder training opportunities (both in person and online) to enhance their identified capacity needs to respond to emerging issues pertaining to oceans and the law of the sea, including by	Improved regional and national capacity to implement the Convention regime and establish and implement ocean governance measures. Improved capacity enables States to establish and implement sustainable and integrated ocean governance measures, including through the adoption or revision of national legislation,

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction and the related intergovernmental conference			reinforcing local ownership	policies and mechanisms, and effective and informed participation in relevant international negotiations

## Legislative mandates

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

### *United Nations Convention on the Law of the Sea*

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116–119, 287 (8), 298 (6), 312, 313 (1) and 319 (1) and (2)

Annex II: articles 2 (2) and (5) and 6 (3)

Annex V: articles 2 and 3 (e)

Annex VI: article 4 (4)

Annex VII: article 2 (1)

Annex VIII: article 3 (e)

### *Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks*

Articles 26 (1) and 36

### *General Assembly resolutions*

37/66	Third United Nations Conference on the Law of the Sea	72/249	International legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
49/28	Law of the Sea		
52/26; 55/7; 60/30; 63/111; 64/71; 65/37 A and B; 67/78; 68/70; 69/245; 73/124; 74/19; 75/239	Oceans and the law of the sea	73/125; 74/18; 75/89	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of “Oceans and seas”: international coordination and cooperation	73/292	2020 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
71/312	Our ocean, our future: call for action		

## Deliverables

6.112 Table 6.19 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 6.19

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>29</b>	<b>37</b>	<b>28</b>	<b>32</b>
1. Reports for the General Assembly on oceans and the law of the sea and on sustainable fisheries	3	2	2	2
2. Report on the work of the Ad Hoc Working Group of the Whole of the General Assembly on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	1	2	–	1
3. Documentation for the intergovernmental conference, under the auspices of the United Nations, to consider the recommendations of the Preparatory Committee on the elements and to elaborate the text of an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	3	3	–	–
4. Documentation for meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	2	1	2	2
5. Documentation for the Meeting of the States Parties to the United Nations Convention on the Law of the Sea	11	23	7	8
6. Documentation for the Commission on the Limits of the Continental Shelf	5	3	5	5
7. Report on the consultations of States parties to the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	1	–	1	1
8. <i>Second World Ocean Assessment</i>	1	2	–	–
9. Report of the Secretary-General on actions taken by States and regional fisheries management organizations and arrangements in response to relevant paragraphs of General Assembly resolutions 64/72, 66/68 and 71/123, on sustainable fisheries, addressing the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks	1	–	–	1
10. Summary of the workshop to discuss the implementation of relevant paragraphs of General Assembly resolutions 64/72, 66/68 and 71/123, on sustainable fisheries, addressing the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks	1	1	–	1
11. Documentation for the Review Conference on the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	–	–	11	11
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>671</b>	<b>375</b>	<b>603</b>	<b>649</b>
12. Meetings of the General Assembly (informal consultations and plenary meetings)	38	24	32	32
13. Consultations of States parties to the Fish Stocks Agreement	4	–	4	4
14. Meetings relating to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	34	63	–	38
15. Intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	20	18	–	–

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
16. Meetings of States Parties to the United Nations Convention on the Law of the Sea	10	85	10	10
17. Meetings of the Commission on the Limits of the Continental Shelf and its subcommissions	550	185	538	542
18. Intergovernmental workshop to discuss implementation of relevant paragraphs of General Assembly resolutions 64/72, 66/68 and 71/123, on sustainable fisheries, addressing the impacts of bottom fishing on vulnerable marine ecosystems and the long-term sustainability of deep-sea fish stocks	4	—	—	4
19. Meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	10	—	8	8
20. Preparatory meeting for the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	1	—	1	1
21. Review Conference on the Fish Stocks Agreement	—	—	10	10
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>544</b>	<b>220</b>	<b>498</b>	<b>542</b>
22. Meetings relating to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	34	63	—	38
23. Meetings of the subcommissions of the Commission on the Limits of the Continental Shelf	510	157	498	504
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>7</b>	<b>6</b>	<b>7</b>
24. Hamilton Shirley Amerasinghe Memorial Fellowship on the Law of the Sea	1	1	1	1
25. United Nations-Nippon Foundation of Japan Fellowship Programme for Human Resources Development and Advancement of the Legal Order of the World's Oceans	1	1	1	1
26. United Nations-Nippon Foundation Sustainable Ocean Programme	1	1	1	1
27. Evidence-based and policy-coherent oceans economy and trade strategies project (eleventh tranche of the United Nations Development Account)	1	1	1	1
28. Project for Somali legislators and technical officials on the development of an effective legal framework for the governance of the maritime zones of Somalia and the sustainable development of its resources in conformity with the United Nations Convention on the Law of the Sea and related instruments (project 89 under the trust fund to support initiatives of States to counter piracy off the coast of Somalia)	1	1	1	—
29. Project for the promotion of the implementation of the United Nations Convention on the Law of the Sea and its implementing agreements and the 2030 Agenda for Sustainable Development in the context of ocean affairs and the law of the sea (funded by the Norwegian Agency for Development Cooperation)	—	1	1	1
30. Project for the promotion of the implementation of the United Nations Convention on the Law of the Sea and its implementing agreements with a focus on maritime boundaries (Government of Saudi Arabia)	—	1	—	1
31. Ocean governance capacity-building training programme (in collaboration with the World Bank and the International Seabed Authority)	—	—	—	1
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>2</b>	<b>7</b>	<b>33</b>
32. Workshops, seminars and training events on oceans and the law of the sea	5	2	7	33
<b>Publications</b> (number of publications)	<b>4</b>	<b>7</b>	<b>4</b>	<b>4</b>
33. Publications on the law of the sea	4	7	4	4
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
34. Technical brochures on the law of the sea	1	1	1	1



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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### C. Substantive deliverables

**Consultation, advice and advocacy:** expert advice and programmes of assistance to States and international organizations on the law of the sea and ocean affairs, in particular the United Nations Convention on the Law of the Sea and the Fish Stocks Agreement; advice and assistance to all Member States, upon request, in relation to the work of the General Assembly on oceans and the law of the sea and sustainable fisheries, including with respect to the preparation of draft resolutions under the agenda item on oceans and the law of the sea; support for the implementation by Member States of the oceans-related Sustainable Development Goals in the 2030 Agenda; and strengthening of inter-agency cooperation, in particular through UN-Oceans.

**Databases and substantive digital materials:** geographic information system for the deposit of charts and geographical coordinates; and legal web-based information in relation to maritime zones.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** publicly accessible materials, briefings and events to promote a better understanding of the United Nations Convention on the Law of the Sea and the Fish Stocks Agreement, and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries, and organization of events and other outreach activities to commemorate World Oceans Day.

**Digital platforms and multimedia content:** up-to-date content on the law of the sea and ocean affairs distributed through web portals and websites.

**Library services:** specialized reference collection and bibliographic database on the law of the sea and ocean affairs.

### E. Enabling deliverables

**Information and communications technology:** maintenance of specialized geographic information system software packages and related licences, maintenance of a repository of geospatial data and information.

## Subprogramme 5 Progressive harmonization, modernization and unification of the law of international trade

### Objective

6.113 The objective, to which this subprogramme contributes, is to further the progressive harmonization and unification of the law of international trade.

### Strategy

6.114 To contribute to the objective, the subprogramme will serve as the secretariat to the United Nations Commission on International Trade Law (UNCITRAL), provide member States with working papers, draft reports and draft substantive private law rules on international trade and give advice on and assistance in intergovernmental negotiations. The subprogramme will coordinate those activities with equivalent activities of other international organizations in accordance with the UNCITRAL mandate and propose that UNCITRAL recommend the use or adoption of relevant instruments from other organizations.

6.115 The subprogramme will also provide technical assistance and capacity-building to Governments, including diagnostic assessments, implementation guidance and interpretative materials, as well as training activities and advice on the enactment of UNCITRAL texts in national law.

6.116 The subprogramme plans to support Member States on issues related to COVID-19 by studying disruptions to international trade and global supply chains that occurred during the pandemic and response measures, with a particular focus on micro-, small and medium-sized enterprises. Further to the webinar series described below, UNCITRAL requested the subprogramme to consider UNCITRAL instruments

in that context and to research and explore possible future legislative development to meet the challenges identified. The work will include research, the exchange of experiences and the submission of reform options to the Member States for consideration.

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

- (a) Well-informed, transparent and inclusive deliberations;
- (b) Governments agreeing on substantive private law rules governing international trade and their reflection in universally acceptable instruments;
- (c) The availability of additional instruments to harmonize and unify international trade law;
- (d) Increased government use and adoption of UNCITRAL instruments in national law and increased legal decisions on those instruments;
- (e) Increased treaty actions, enactments and legal decisions on UNCITRAL texts.

6.118 The planned support on issues related to COVID-19 is expected to result in:

- (a) The availability of additional UNCITRAL instruments for use in mitigating the economic impacts of the COVID-19 pandemic;
- (b) Tools to encourage resilience in international trade.

### **Programme performance in 2020**

6.119 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 capacity to use UNCITRAL materials to support economic recovery from the COVID-19 pandemic**

6.120 Harmonizing and unifying international trade law includes the adoption of international instruments and securing their effective use and implementation at the national level, necessitating that Governments understand the instrument benefits, policies and national implementation requirements. UNCITRAL notes and expresses its appreciation for the subprogramme's activities to support the use and implementation of all legislative texts developed and adopted by UNCITRAL (see, for example, [A/75/17](#), part one, paras. 19 and 66). The subprogramme generally addresses this need through the in-person provision of practical tools, which was prevented by the COVID-19 pandemic. The subprogramme sought to raise awareness on the role of and build capacity to use the UNCITRAL instruments in assisting Governments in their responses to the pandemic and economic recovery efforts by organizing a series of interactive webinars between 8 and 16 July 2020, in conjunction with the fifty-third session of UNCITRAL ([A/75/17](#), part one, paras. 11 (b) (ii) and 107), using 12 conference hours originally intended for that session. In addition to UNCITRAL delegates, there were 2,336 registrations for the webinars, with an active daily participation of approximately 250 participants. Since then, the virtual panel series has been viewed 1,438 times on the UNCITRAL social media channels.

6.121 The subprogramme also held over 50 additional online and interactive webinars in 2020, to deliver practical tools enabling an effective understanding of existing UNCITRAL instruments, including the United Nations Convention on Contracts for the International Sale of Goods and its use as a model in the domestic context, and transparency requirements in investor-State dispute settlement under the

United Nations Convention on Transparency in Treaty-based Investor-State Arbitration during the UNCITRAL Latin American and Caribbean Days 2020.<sup>9</sup> Furthermore, the subprogramme produced nine podcasts and posted 15 videos on social media to explain common implementation and interpretation issues and provide practice guidelines. The podcasts have been listened to 932 times and the videos have been viewed 4,814 times.

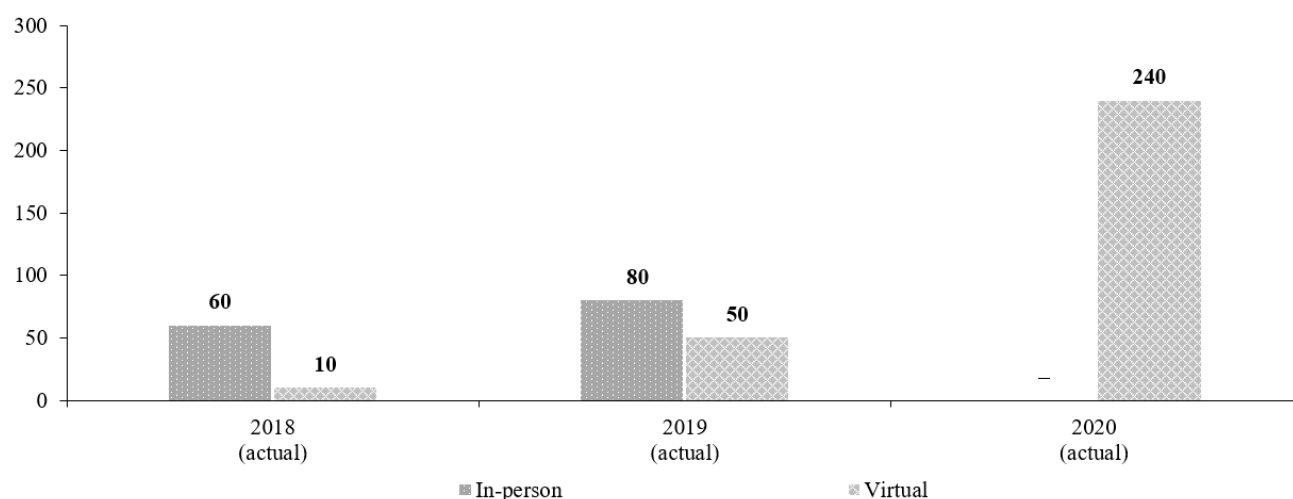
*Progress towards the attainment of the objective, and performance measure*

6.122 The above-mentioned work contributed to the objective, as demonstrated by equipping government officials, judges, adjudicators, academics and legal practitioners with the tools and enhanced capacity to use UNCITRAL texts to: implement robust legal frameworks necessary to revitalize commercial activity and global trade; interpret UNCITRAL instruments appropriately, thus allowing the effective use of those instruments in practice; and mitigate the social and economic dislocation caused by the COVID-19 pandemic (see figure 6.III).

Figure 6.III

**Performance measure: number of experts with enhanced capacity in using UNCITRAL materials (annual)**

(Numbers in hundreds)



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

6.123 Owing to the impact of COVID-19 during 2020, the work of the subprogramme was interrupted by the cancellation of five sessions of UNCITRAL working groups in the first half of 2020, while six working group sessions in the second half of 2020 had to be conducted in hybrid format (in which meeting hours were required to be reduced, which curtailed time for deliberations and adopting decisions). A total of 210 working group conference hours was lost. The first part of the fifty-third session of UNCITRAL, from 6 to 17 July 2020, was held virtually, with some meetings cancelled and others required to operate with reduced hours, curtailing time for deliberations and decision-making and resulting in a loss of 42 conference hours. The second part of the session was held from 14 to 18 September 2020, in hybrid format, with a further loss of 10 conference hours (as a result of the requirement for such meetings to be held with reduced hours). As a result, the session did not deliberate on legislative texts and

<sup>9</sup> UNCITRAL noted and expressed its appreciation at its fifty-third session for the approach and activities as regards those conventions (A/75/17, part one, paras. 19, 65–67, 91 and 92).

the planned adoption of two instruments. Coordination, technical assistance and capacity-building activities to support UNCITRAL texts were conducted online, rather than in-person, and some activities for which online delivery was not possible were postponed. The subprogramme facilitated inclusive and equal participation in the UNCITRAL and working group sessions through an online platform, which allowed the sessions to be held virtually and in hybrid format in all official languages; and by developing and implementing procedures for those sessions, including silence procedures for adopting decisions. The subprogramme also delivered technical support to Member States participating in the sessions and engaged in consultation procedures to advance the development of UNCITRAL instruments and possible future legislative development. Those changes had an impact on the programme performance in 2020, as specified in result 3 below.

6.124 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, the holding of a series of events to engage with States on the use of UNCITRAL instruments to assist them in their responses to the pandemic and recovery efforts. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: enforcing commercial obligations across borders<sup>10</sup>**

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

6.126 The subprogramme encouraged States to sign, ratify and implement the United Nations Convention on International Settlement Agreements Resulting from Mediation, as envisaged by UNCITRAL in 2019 ([A/74/17](#), para. 122), by participating in online activities and bilateral discussions (in English, French and Spanish) with government officials to explain the terms of the Convention and to provide details of the ratification process. The subprogramme also participated in online events with legal practitioners and the business community, promoting an effective understanding of how the Convention and UNCITRAL texts supported commercial activity, including the usefulness of mediation in the context of the COVID-19 pandemic and economic recovery.

6.127 The above-mentioned work contributed to: the ratification of the Convention by six States in 2020 (Belarus, Ecuador, Fiji, Qatar, Saudi Arabia and Singapore) and its signature by two States (Ghana and Rwanda), resulting in the Convention entering into force on 12 September 2020, which exceeded the planned target of the first ratifications of the Convention reflected in the programme budget for 2020; and the launch of the Singapore Mediation Academy, which met the planned target reflected in the programme budget for 2020.

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

6.128 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

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<sup>10</sup> As reflected in the programme budget for 2020 ([A/74/6/Add.1](#)).

subprogramme will continue the above-described activities to encourage further ratifications of the Convention and broaden its effectiveness, and to provide member States and other stakeholders with access to practical tools to allow the settlement of commercial disputes through mediation, including through the Singapore Mediation Academy. The expected progress is presented in the performance measure below (see table 6.20).

Table 6.20  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
United Nations Convention on International Settlement Agreements Resulting from Mediation adopted	Initiation of dialogue between Member States on technical assistance and capacity-building, including on the establishment of national mediation centres	Convention ratified by six States and signed by two other States  Launch of the Singapore Mediation Academy in September 2020	Entry into force of the Convention and launch of further mediation academies	Further ratifications of the Convention, and availability of tools to allow for the settlement of commercial disputes through mediation

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

## **Result 2: reforms to investor-State dispute settlement through development of multiple solutions<sup>11</sup>**

### **Programme performance in 2020**

6.129 The subprogramme held intersessional regional meetings in developing countries to exchange experiences and views on the agenda for reform of investor-State dispute settlement and prepare for deliberations in UNCITRAL Working Group III (Investor-State Dispute Settlement Reform), and prepared detailed studies of multiple reform options, including one procedural option and another structural option that could be developed as parallel work streams. Furthermore, the subprogramme implemented agreed ways of working between sessions of Working Group III, including consultations among delegates and observer delegations from international organizations, outreach activities to raise awareness and ensure transparency and inclusivity in the process despite the pandemic and resulting constraints. Topics included dispute prevention and mitigation, means of alternative dispute resolution, treaty interpretation by States parties, reflective loss and shareholder claims, a code of conduct for adjudicators and the development of a multilateral instrument on investor-State dispute settlement reform.

6.130 The above-mentioned work contributed to the consideration by Working Group III of certain reform options and work streams that would allow the development of parallel solutions, which did not meet the target of the Working Group III considering multiple reform options, reflected in the programme budget for 2021. Discussions on one aspect of the work, the form of UNCITRAL instrument to implement agreed reform options, remain to be completed. The first deliberations on the reform options were to be held during the session of Working Group III scheduled in April 2020, which was cancelled as a result of the COVID-19 pandemic. The following session, in October 2020, was held in a hybrid format. The online tools

<sup>11</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

developed by the Secretariat allowed for online participation in the session, and the procedures for deliberations were recognized by delegates as transparent, multilingual and inclusive. Nonetheless, conference hours available for deliberations were reduced from 30 hours to 20 hours. In addition, while the informal consultations and described outreach activities ensured transparency and allowed for the participation of States at all levels of development, the fact that they were held in one language, mainly English, limited inclusivity by making it more difficult for certain delegations (in particular from some regions with a high proportion of developing countries) to participate fully. Those factors resulted in delays in the preparation of a working and resourcing plan towards reform of investor-State dispute settlement within the anticipated time frame and did not allow for the expected progress to be made in developing multiple reform options.

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

6.131 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 a work and resourcing plan, including the steps needed to build consensus on the development of legal instruments addressing the identified reform options, and on the form of instrument through which they will be implemented. The expected progress is presented in the performance measure below (see table 6.21).

Table 6.21  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Working Group III addresses the first and second parts of its mandate, on the identification of concerns in the field of investor-State dispute settlement and whether those concerns justify a reform of investor-State dispute settlement	Working Group III commences deliberations on possible reform options and on developing a project schedule for reform options in parallel	Working Group III considers multiple reform options	Working Group III continues to develop reform options and reaches consensus on certain reform options	Working Group III continues to develop reform options and build consensus on the legal instruments to be developed in respect of each option and in respect of the implementation of the overall reform

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

### **Result 3: greater legal certainty for the use of artificial intelligence and automation in commercial transactions**

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

6.132 Developments in digital technology, such as artificial intelligence, machine-learning algorithms and automation, are transforming trade, including through the use of online platforms, and in forming and performing contracts. These developments can also support economic recovery from the COVID-19 pandemic in all regions and may expand market access in developing countries. The UNCITRAL existing international instruments allow for the use of digital technology in commerce, most recently the Model Law on Electronic Transferable Records. To allow UNCITRAL to

carry out its central and coordinating role within the United Nations system in addressing legal issues related to the digital economy and digital trade, in close association with the approach to artificial intelligence governance and ethics highlighted by the Secretary-General in his Road Map for Digital Cooperation of 2020 (A/74/821 and A/75/17, part two, para. 72), the subprogramme started to compile information on relevant legal issues (A/73/17, para. 253 (b)). A series of regional events highlighted the need for additional harmonized legal rules to allow for the use of artificial intelligence, automation and other digital tools, which could help to bridge the digital divide. The subprogramme also developed a workplan to address those legal issues, including the appraisal of existing instruments and the finalization of a “taxonomy” of priority topics as a map to guide the preparation of future instruments (A/74/17, para. 210, and A/75/17, part two, para. 76). The subprogramme also commenced the development of a priority list of legal issues to be considered by UNCITRAL, such as artificial intelligence and automation (A/75/17, part two, para. 16 (f)).

#### *Lessons learned and planned change*

6.133 The lesson for the subprogramme was that there was strong demand from developing country delegations for participating in the development of instruments and that additional steps were needed to support the universal applicability of UNCITRAL instruments. In applying the lesson, the subprogramme will build on the experience gained during the holding of virtual and hybrid sessions of UNCITRAL and its working groups to ensure inclusive and equal participation in UNCITRAL sessions, consultation procedures and outreach activities, irrespective of the medium used for such participation.

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

6.134 This work is expected to contribute to the objective, as demonstrated by UNCITRAL Working Group IV (Electronic Commerce) commencing deliberations on priority legal issues related to the digital economy and the development of a consensus among States through that Working Group on the elements of a sound and harmonized legal and regulatory framework for digital trade and electronic transactions, which is key to infusing trust in that type of trade, in particular in developing countries. Such a framework will remove obstacles to and foster opportunities for trade and economic development consistent with Sustainable Development Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), while also promoting the development of digital infrastructure and the uptake of digital technology consistent with Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) (see table 6.22).

Table 6.22  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
UNCITRAL member States have access to information on legal issues related to the digital economy	UNCITRAL member States have access to an appraisal of existing instruments and an initial “taxonomy” of priority topics	UNCITRAL member States have access to a workplan to address legal issues related to the digital economy and a	UNCITRAL member States mandate an UNCITRAL working group to work on priority legal issues related	UNCITRAL Working Group IV commences deliberations on priority legal issues related to the digital economy, and development of a

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
		“taxonomy” to guide future work	to the digital economy	consensus among States through that Working Group on the elements of a sound and harmonized legal and regulatory framework for digital trade and electronic transactions

## Legislative mandates

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

### General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	75/133	Report of the United Nations Commission on International Trade Law on the work of its fifty-third session
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## Deliverables

6.136 Table 6.23 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 6.23

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>195</b>	<b>215</b>	<b>195</b>	<b>195</b>
1. Report of UNCITRAL to the General Assembly	1	1	1	1
2. Reports of UNCITRAL subsidiary bodies to the Commission	12	8	12	12
3. Notes by the secretariat to the Commission and its subsidiary bodies	82	113	82	82
4. Conference room papers of the Commission and its subsidiary bodies	85	81	85	85
5. Information papers for the Commission and its subsidiary bodies	15	12	15	15
<b>Substantive services for meetings</b> (number of three-hour meetings) <sup>a</sup>	<b>150</b>	<b>98</b>	<b>150</b>	<b>150</b>
6. Meetings of the Commission	30	19	30	30
7. Meetings of UNCITRAL subsidiary bodies	120	79	120	120
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
8. Regional projects in the field of international trade law	4	2	4	4
9. Country projects in the field of international trade law	11	13	11	11



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>80</b>	<b>68</b>	<b>80</b>	<b>88</b>
10. International seminars, workshops and training events on international trade law	20	24	20	20
11. Regional seminars, workshops and training events on international trade law	40	19	40	42
12. Country seminars, workshops and training events on international trade law	20	25	20	26
<b>Publications</b> (number of publications)	<b>9</b>	<b>2</b>	<b>10</b>	<b>6</b>
13. Legal texts (international conventions, UNCITRAL model laws, legislative guides and other legal texts)	5	2	7	5
14. UNCITRAL publications ( <i>Yearbook of the United Nations Commission on International Trade Law</i> , guides to UNCITRAL, digests of case law)	4	—	3	1
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>10</b>	<b>11</b>	<b>12</b>
15. Promotional and technical assistance materials	2	2	1	2
16. Case Law on UNCITRAL Texts (CLOUT) abstracts	10	8	10	10

#### C. Substantive deliverables

**Consultation, advice and advocacy:** expert advice on international trade law.

**Databases and substantive digital materials:** CLOUT (an online database on case law on UNCITRAL texts); Transparency Registry (an online repository for the publication of information and documents in treaty-based investor-State arbitration); online e-learning modules on international trade law; online materials, such as presentations, to raise awareness and understanding of UNCITRAL texts; and other databases requested by States.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** brochures, flyers and information kits on UNCITRAL; lectures to groups of legal and other practitioners, academics and law students; colloquiums on international trade law; international commercial law moot court competitions; commemoration events; and international law congresses.

**External and media relations:** press releases related to UNCITRAL meetings and other important events (e.g., accession by States to UNCITRAL texts and issuance of publications).

**Digital platforms and multimedia content:** up-to-date content for UNCITRAL website.

**Library services:** up-to-date and relevant content in the UNCITRAL Law Library.

<sup>a</sup> With the exception of two working group sessions held at the beginning of 2020, all sessions were held virtually, and meetings were reduced from three to two hours.

## Subprogramme 6 Custody, registration and publication of treaties

### Objective

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

### Strategy

6.138 To contribute to the objective, the subprogramme will undertake the registration and publication of approximately 2,000 treaties and treaty actions each year under Article 102 of the Charter and will provide timely and accurate information relating to deposited treaties, registered treaties and related actions through the electronic dissemination of treaty-related information on the online United Nations Treaty Collection and the publication of the United Nations *Treaty Series*. The

subprogramme will also provide legal assistance and advice to States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties, including final clauses of treaties, the depositary practice of the Secretary-General and the registration and publication of treaties. Such assistance would be provided in particular during the negotiation of multilateral treaties and through the holding of capacity-building seminars at Headquarters and at the national and regional levels, as well as through the elaboration of topical reference publications. Lastly, the subprogramme will fulfil the depositary functions of the Secretary-General in respect of more than 600 multilateral treaties and hold and conduct treaty events, including during the high-level week of the annual session of the General Assembly.

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

- (a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat;
- (b) The prevention of issues of interpretation and implementation of final clauses of multilateral treaties by contracting States and enhanced familiarity and understanding by States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties;
- (c) The entry into force of multilateral treaties deposited with the Secretary-General and the universal participation of States in such treaties.

## **Programme performance in 2020**

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

### **Entry into force of three multilateral treaties deposited with the Secretary-General**

6.141 Throughout 2020, three multilateral treaties deposited with the Secretary-General met the requirements for their entry into force, namely, the United Nations Convention on International Settlement Agreements Resulting from Mediation, the Treaty on the Prohibition of Nuclear Weapons and the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific.

6.142 The subprogramme provided legal advice and services to negotiating States through the different stages of the negotiation, adoption and entry into force of the aforementioned treaties. Prior to their adoption, the subprogramme provided legal advice to the negotiating States during the negotiation process, including the review of the final clauses of the draft treaties from the perspective of the law of treaties and of the depositary practice of the Secretary-General of the United Nations. In particular, legal advice was provided on provisions on entry into force, amendment procedure, reservations, withdrawal, relation of the treaty provisions with other agreements, the role of the depositary and the role of administrative bodies.

6.143 The three multilateral treaties that met the requirements for entry into force in 2020 had been highlighted by the Secretary-General at the annual treaty events organized by the subprogramme in 2017, 2018 and 2019. The subprogramme also organized specific ceremonies during the referred annual treaty events, such as the 2018 and 2019 ceremonies on the Treaty on the Prohibition of Nuclear Weapons, during which 18 States signed the Treaty and 10 States deposited instruments of ratification.

6.144 In 2020, the subprogramme continued to review and process treaty actions in connection with the aforementioned multilateral treaties, including the holding of eight ceremonies of signature and the processing of 26 instruments of consent to be bound.

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

6.145 The above-mentioned work contributed to the objective, as demonstrated by the entry into force of three multilateral treaties deposited with the Secretary-General in the areas of commercial arbitration and mediation, disarmament and international trade and development (see table 6.24).

Table 6.24

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
The United Nations Convention on International Settlement Agreements Resulting from Mediation is adopted. Thirteen States sign and 17 States deposit instruments of consent to be bound by the Treaty on the Prohibition of Nuclear Weapons or the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	Sixty-two States sign and 16 States deposit instruments of consent to be bound by the United Nations Convention on International Settlement Agreements Resulting from Mediation, the Treaty on the Prohibition of Nuclear Weapons or the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	Eight States sign and 26 States deposit instruments of consent to be bound by the United Nations Convention on the International Settlement Agreements Resulting from Mediation, the Treaty on the Prohibition of Nuclear Weapons or the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific. The conditions for the entry into force of the three multilateral treaties were met

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

6.146 Owing to the impact of COVID-19 during 2020, the subprogramme could not organize the annual treaty event, which takes place on the margins of the high-level week of the General Assembly and relies on the presence of Heads of States and Governments and ministers for foreign affairs in New York. Owing to the pandemic, the general debate during the opening segment of the Assembly was held virtually, having an impact on the holding of the event. The subprogramme also changed the mode of delivery of the two annual seminars on treaty law and practice at United Nations Headquarters from in-person to virtual. In those circumstances, the subprogramme took that opportunity to propose one seminar in French, in addition to English. The virtual seminars confirmed that in-person capacity-building programmes could not be easily replaced by virtual means, which do not allow for the same level of exchanges among participants and Treaty Section staff.

**Planned results for 2022**

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

## Result 1: bringing transparency in the international treaty framework into the twenty-first century<sup>12</sup>

### Programme performance in 2020

6.148 The subprogramme assisted Member States in their review of the regulatory framework for the registration and publication of treaties under Article 102 of the Charter provided under General Assembly resolution [73/210](#). In particular, the subprogramme conducted broad consultation with Member States on the review of the regulations to give effect to Article 102 and prepared a report of the Secretary-General providing information on the practice of registration and publication of treaties and possible options to review the regulations to give effect to Article 102, taking into account outstanding issues identified by Member States ([A/75/136](#)). During consideration of the agenda item by the Sixth Committee at the seventy-fifth session of the Assembly, the subprogramme gave a briefing to delegations on the report of the Secretary-General and assisted members of the Committee throughout the consultation process.

6.149 The above-mentioned work contributed to the enhancement of wider knowledge of the law of treaties and of the practice of the Secretariat with respect to the registration and publication of treaties under Article 102 of the Charter. It also contributed to the identification of outstanding issues by Member States and to the determination of possible options for reviewing the regulations to give effect to Article 102, which did not meet the planned target of adoption by Member States of a new regulatory framework that would improve and facilitate the performance by Member States of their obligation to register treaties, reflected in the programme budget for 2020. In its resolution [75/144](#) of 15 December 2020, the General Assembly decided to defer consideration of proposals on the regulations to its seventy-sixth session, taking into account the limitations on meetings within the United Nations premises imposed as precautionary measures to contain the spread of COVID-19.

### Proposed programme plan for 2022

6.150 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 information on the law of treaties and on the practice of the Secretariat with respect to the registration and publication of treaties and assist Member States in their review of the regulations to give effect to Article 102 during consideration of the agenda item “Strengthening and promoting the international treaty framework” at the seventy-sixth session of the General Assembly. The expected progress is presented in the performance measure below (see table 6.25).

Table 6.25  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of an updated regulatory framework for the registration and publication of treaties under Article 102 of the Charter, as noted	Consultations between Member States on the various options to further review the regulations to give effect to Article 102 of the Charter	Consideration by the Sixth Committee of a report of the Secretary-General providing information on the practice of	Consideration by the Sixth Committee of proposals by Member States with regard to the General Assembly regulations to give	Implementation of an updated regulatory framework for the registration and publication of treaties under Article 102

<sup>12</sup> As reflected in the programme budget for 2020 ([A/74/6/Add.1](#)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
in General Assembly resolution <a href="#">73/210</a>		registration and publication of treaties and possible options to review the regulations to give effect to Article 102, taking into account outstanding issues identified by Member States	effect to Article 102 of the Charter	

<sup>a</sup> The proposed change from the programme budget for 2021 takes into account a decision of the General Assembly to defer consideration of proposals on the regulations to its seventy-sixth session, taking into account the limitations on meetings within the United Nations premises as precautionary measures aimed at containing the spread of COVID-19 (resolution [75/144](#), para. 12).

## **Result 2: modern technology solutions available to Member States to enhance the transparency of the international treaty framework<sup>13</sup>**

### **Programme performance in 2020**

6.151 The subprogramme provided information to Member States on the development of an online registration tool to facilitate the submission of treaties for registration in the report of the Secretary-General on the review of the regulations to give effect to Article 102 of the Charter ([A/75/136](#)) and during the consideration of that report by the Sixth Committee at the seventy-fifth session. The subprogramme also made progress in the development of a prototype online treaty submission system.

6.152 The above-mentioned work contributed to the consideration by the Sixth Committee of proposals by Member States for a possible novel online treaty submission system, which met the planned target of consideration by that Committee of possible updates to the regulations to give effect to Article 102 of the Charter, concerning, in particular, proposals by Member States for such a system, reflected in the programme budget for 2021. In 2020, the possibility of developing such a system was considered by the Sixth Committee at the seventy-fifth session of the General Assembly. Consequently, in its resolution [75/144](#) of 15 December 2020 on strengthening and promoting the international treaty framework, the Assembly noted that most submissions of treaties for registration were in electronic format, and encouraged the Secretary-General to develop, in consultation with and on the basis of feedback from Member States and within existing resources, an online treaty registration system to facilitate submissions of treaties for registration, as an additional option to the existing ways of submission in electronic or hard-copy format.

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

6.153 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 develop, on the basis of feedback from Member States and within existing resources, an online treaty registration system to facilitate submissions of treaties for registration. The expected progress is presented in the performance measure below (see table 6.26).

<sup>13</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Table 6.26  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Update by the General Assembly of its regulations to give effect to Article 102 of the Charter to provide for electronic submission of treaties and treaty-related actions	Consultations between Member States on outstanding issues regarding the regulations to give effect to Article 102 of the Charter, including on the role of technology in the registration of treaties	The General Assembly encourages the Secretary-General to develop a novel online treaty submission system	Development of an online treaty registration system to facilitate submissions of treaties for registration	Further development, in consultation with and on the basis of feedback from Member States, of an online treaty registration system to facilitate submissions of treaties for registration

<sup>a</sup> The proposed change from the programme budget for 2021 takes into account a decision of the General Assembly to defer consideration of proposals on the regulations to its seventy-sixth session, taking into account the limitations on meetings within the United Nations premises as precautionary measures aimed at containing the spread of COVID-19 (resolution 75/144, para. 12).

### Result 3: enhanced access to information available to Member States on the United Nations Treaty Collection website

#### Proposed programme plan for 2022

6.154 In the discharge of the depositary functions of the Secretary-General under multilateral treaties pursuant to Article 98 of the Charter, the subprogramme maintains an online electronic treaty database providing information on the latest participation status of States in more than 600 multilateral treaties deposited with the Secretary-General, including all signatures, ratifications, acceptances, approvals and accessions thereof. The dissemination of such information, which is presented for each multilateral treaty on a status page accessible through the United Nations Treaty Collection website (<https://treaties.un.org>), ensures the transparency of the international treaty framework and broader participation in multilateral treaties concluded under the auspices of the United Nations.

#### *Lessons learned and planned change*

6.155 The lesson for the subprogramme was that the electronic treaty database does not allow for a readily available consolidated report on the status of participation of a specific State in all multilateral treaties deposited with the Secretary-General. Such reports are often requested by States, for instance in connection with the annual treaty event. Their preparation constitutes a time-consuming task requiring the review of multiple depositary notifications. In applying the lesson and in order to improve its data presentation and reporting options, the subprogramme will continue to enhance its electronic treaty database. This particular challenge will be addressed through the development of a data dashboard allowing consolidated reports, in a graphical format, on the participation status of individual States in all multilateral treaties deposited with the Secretary-General.

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

6.156 This work is expected to contribute to the objective, as demonstrated by the increased transparency of the international treaty framework and the broadening of the participation of States in multilateral treaties deposited with the Secretary-General (see table 6.27).

Table 6.27  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	Member States have access to information regarding participation in each multilateral treaty deposited with the Secretary-General, through the United Nations Treaty Collection website	Increased transparency of the international treaty framework and broadening of the participation of States in multilateral treaties deposited with the Secretary-General by providing access to the data dashboard on participation in multilateral treaties

## Legislative mandates

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

### *Charter of the United Nations*

#### Article 98

#### Article 102

### *General Assembly resolutions*

23 (I)	Registration of treaties and international agreements	55/2	United Nations Millennium Declaration
24 (I)	Transfer of certain functions, activities and assets of the League of Nations	56/77; 58/73; 60/19; 62/62; 68/110	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations	62/70; 70/118	The rule of law at the national and international levels
364 (IV); 482 (V)	Registration and publication of treaties and international agreements	62/272	The United Nations Global Counter-Terrorism Strategy
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations	63/128	The rule of law at the national and international levels
51/158	Electronic treaty database	64/179	Strengthening the United Nations Crime Prevention and Criminal Justice Programme, in particular its technical cooperation capacity
52/153; 54/28	United Nations Decade of International Law	73/210; 75/144	Strengthening and promoting the international treaty framework

## Deliverables

6.158 Table 6.28 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 6.28

**Subprogramme 6: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	–	–
1. Report to the General Assembly under the item entitled “Strengthening and promoting the international treaty framework”	1	1	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>9</b>	<b>5</b>	–	–
2. Meetings of the Sixth Committee of the General Assembly (informal consultations and plenary meetings)	9	5	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
3. Seminar on treaty law and practice at United Nations Headquarters	2	2	2	2
<b>Publications</b> (number of publications)	<b>37</b>	<b>40</b>	<b>38</b>	<b>38</b>
4. United Nations <i>Treaty Series</i> volumes	37	40	38	38
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to intergovernmental bodies on final clauses and the law of treaties during the negotiations of treaties to be deposited with the Secretary-General; and consultation and legal advice concerning the law of treaties, depositary practice and registration of treaties to States, international organizations, secretariats and treaty bodies.				
<b>Databases and substantive digital materials:</b> depositary notifications on treaty actions (signature, acceptance, approval, ratification, accession, succession, reservation, objection, declaration, etc.) and formalities (amendment, correction, entry into force, etc.) regarding multilateral treaties deposited with the Secretary-General; original of treaties and certified true copies of treaties deposited with the Secretary-General; certificates of registration and other registration documents regarding treaties and treaty actions registered and filed and recorded by Member States and other entities; and updating and maintenance of the United Nations Treaty Collection database.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> annual treaty event during the opening session of the General Assembly and special treaty events dedicated to a particular treaty deposited with the Secretary-General.				
<b>Digital platforms and multimedia content:</b> up-to-date content for the Treaty Section website.				
<b>E. Enabling deliverables</b>				
<b>Legal services:</b> legal advice to and support for United Nations offices, departments and regional commissions on the law of treaties, depositary practice and the registration of treaties.				

## Independent Investigative Mechanism for Myanmar

### Overall orientation

#### Mandates and background

6.159 The Independent Investigative Mechanism for Myanmar is responsible for collecting, consolidating, preserving and analysing evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011, and preparing files that can be shared with national, regional or international courts or tribunals to facilitate fair and independent criminal proceedings. The mandate derives from the priorities established in Human Rights Council resolutions [39/2](#), [42/3](#) and [43/26](#). It also includes close and timely cooperation with the International Criminal Court and the International Court of Justice. The mandate is further elaborated in the Mechanism’s terms of reference, as transmitted by the



Secretary-General to the President of the General Assembly ([A/73/716](#)) and in a letter addressed to the President of the Human Rights Council.

6.160 The creation of the Mechanism was welcomed by the General Assembly in its resolution [73/264](#). The Human Rights Council, in its resolution [42/3](#), welcomed the entry into operation of the Mechanism on 30 August 2019 and called upon the United Nations to ensure that the Mechanism was afforded the necessary support and resources it needed in terms of staffing, location and operational freedom so it could deliver as effectively as possible on its mandate. The Assembly, in its resolution [75/238](#), further called upon the United Nations to ensure that the Mechanism was afforded the flexibility that it needed in terms of staffing, location and operational freedom so that it could deliver as effectively as possible on its mandate.

## **Programme of work**

### **Objective**

6.161 The objective, to which the Mechanism contributes, is to ensure accountability of perpetrators and justice for victims of the most serious international crimes and violations of international law committed in Myanmar since 2011.

### **Strategy**

6.162 To contribute to the objective, the Mechanism will build upon its strategy for 2021 and continue to implement its programme and activities in a four-pronged manner.

6.163 The Mechanism will continue to collect and analyse information regarding situations, incidents, persons and entities in accordance with its mandate, including by interviewing witnesses and conducting open-source investigations. Investigations will be prioritized on the basis of substantive and operational criteria, including the scale, nature, manner of commission and impact of the crimes; the degree of responsibility of alleged perpetrators; the prospect of an investigation that meets international standards; and the likelihood of a court or tribunal taking jurisdiction over the crime or crimes in question. Based on these investigations, the Mechanism will prepare case files in relation to the individuals responsible for such crimes and violations.

6.164 The Mechanism will continue to consolidate and preserve the collected material in its electronic database while ensuring the integrity of the evidence and the appropriate chain of custody. The Mechanism will also ensure that the database is equipped with up-to-date digital hardware and security software.

6.165 The Mechanism will continue to share materials and case files with national, regional or international courts or tribunals in accordance with its mandate. The Mechanism will also continue to cooperate with any ongoing or future proceedings by national, regional or international courts or tribunals, including the International Criminal Court and the International Court of Justice.

6.166 The Mechanism will continue to implement its communications and public outreach strategy to explain its mandate, strategies and outputs to relevant stakeholders, in particular to witness and victim groups. The Mechanism will continue to use various communication tools, including its website, social media and a periodic bulletin, to communicate effectively with relevant stakeholders.

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

- (a) The collection and preservation, by an independent and impartial entity, of information that can be shared with national, regional or international courts or tribunals in relation to the most serious international crimes and violations of international law committed in Myanmar since 2011;
- (b) The initiation of fair and independent criminal proceedings in national, regional or international courts or tribunals in relation to the aforementioned crimes;
- (c) Greater understanding of the Mechanism's mandate, work and expected results by all relevant stakeholders, including victims and the general public, in particular inside Myanmar.

## **External factors for 2022**

6.168 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Relevant Member States will allow the Mechanism to conduct activities within their territories;
- (b) National, regional or international tribunals or courts have, or may in the future have, jurisdiction over the crimes within the Mechanism's mandate, and the relevant authorities may request the sharing of information from the Mechanism.

6.169 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022, including travel arrangements, will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

6.170 With regard to cooperation with other entities at the global, regional national and local levels, the Mechanism continues to engage with civil society, NGOs and business enterprises to seek relevant information and ensure support for the implementation of its mandate. Such information and support are sought from a diverse range of entities, regardless of their ethnic, religious or political affiliations or loyalties.

6.171 With regard to cooperation with Member States, the Mechanism continues to engage with States, as well as intergovernmental organizations, that may have relevant information and/or may be involved in legal proceedings, in accordance with the Mechanism's mandate. The cooperation of Member States remains particularly important for the Mechanism's investigative activities, including with regard to access to crime sites and the conduct of interviews of witnesses in a manner that ensures their security and privacy.

6.172 With regard to inter-agency coordination and liaison, the Mechanism continues to consult with international courts and other international accountability mechanisms to learn from their experiences and best practices. The Mechanism coordinates with these entities, in particular in the areas of information technology systems and data management, witness protection and support, and witness interviews. The Mechanism also continues to cooperate with other United Nations entities working on issues relating to Myanmar.

6.173 The Mechanism continues to integrate a gender perspective into its policies, activities and deliverables, as appropriate. In that regard, the Mechanism is continuing

to incorporate the tackling of sexual and gender-based crimes into all of its activities, including by ensuring that victims who engage with the Mechanism are provided appropriate protection and support measures to prevent them from being further harmed or traumatized.

6.174 With regard to disability inclusion, the Mechanism will review and specifically examine the United Nations Disability Inclusion Strategy with a view to further advancing disability inclusion, and will include mitigating measures to overcome any challenges while operationalizing the Strategy. The new premises and office layout of the Mechanism were designed to enable the access and inclusion of persons with disabilities, and the Mechanism will ensure that the management of its facilities will further advance disability inclusion to facilitate easy access to and use of them by such persons.

### **Evaluation activities**

6.175 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Self-evaluation on the security of the internal and external communications of Mechanism personnel;
- (b) Self-evaluation on the effectiveness of the Mechanism's communication and public outreach strategy through a survey of civil society organizations.

6.176 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the Mechanism will continue to issue bulletins and maintain its website to facilitate effective communication with stakeholders.

6.177 The following self-evaluations are planned for 2022:

- (a) Self-evaluation on the sharing of information with third parties;
- (b) Self-evaluation on the effectiveness of the Mechanism's communication and public outreach strategy.

### **Programme performance in 2020**

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

#### **Expansion of open-source information related to serious international crimes and violations of international law committed in Myanmar since 2011**

6.179 Given the proliferation of information relevant to the Mechanism's mandate from publicly available sources, as well as the increasing use by national and international courts of open-source investigations, the Mechanism identified the need for open-source investigation capacity in the early stages of developing its strategy. In 2020, the Mechanism increasingly focused on collecting information from open sources and used the latest open-source investigation tools and technology.

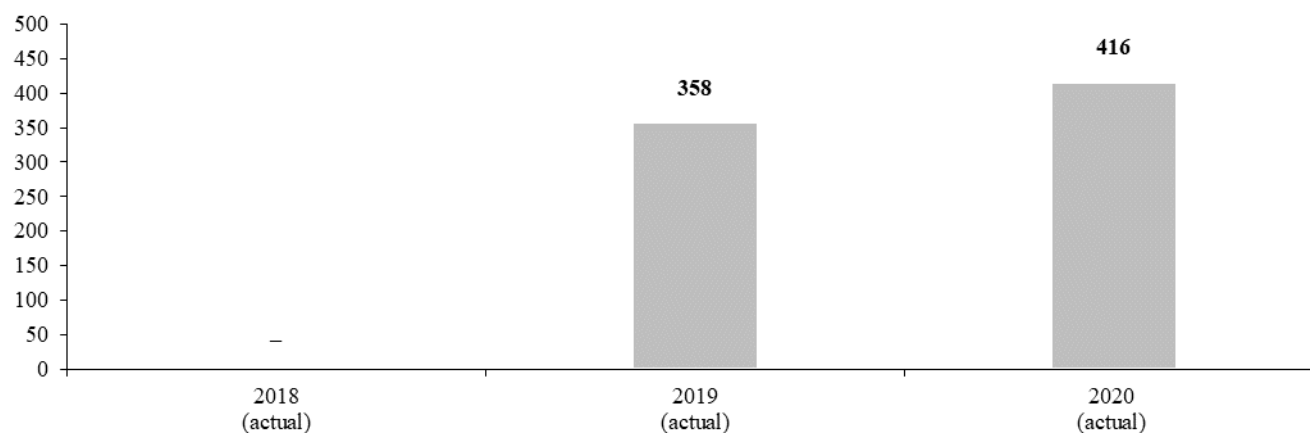
#### *Progress towards the attainment of the objective, and performance measure*

6.180 The above-mentioned work contributed to the objective, as demonstrated by the expansion of the total volume of information items collected for potential sharing with national, regional and international courts and other third parties, in line with the Mechanism's mandate (see figure 6.IV).

Figure 6.IV

**Performance measure: total volume of information items collected for potential sharing**

(Gigabytes)



### Impact of COVID-19 on programme delivery

6.181 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Mechanism. The impact included pandemic-related travel restrictions that delayed travel to meet with relevant interlocutors outside the duty station, and the cancellation of other planned travel to consult with Member States on the support and approval necessary for activities on their territory and to meet in person with victims and other stakeholders to facilitate better understanding of the Mechanism's work. For instance, the Mechanism was hindered in its ability to obtain the agreement of relevant parties for the provision of information. The Mechanism thus placed greater emphasis during this period on identifying potential information sources and contacting them, where possible, by secure electronic means. The changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

6.182 Travel-related restrictions also contributed to the Mechanism's decision to use videoconferencing technology, which proved useful in many instances, to contact potential information sources and arrange for the collection of information. However, the use of such technology was deemed inappropriate for other interlocutors, such as witnesses, as it was not possible when conducting remote interviews to ensure that witnesses were not subjected to undue influence by those nearby. Remote interviews were further deemed to pose high risks to witness safety and security and could also undermine the integrity of the Mechanism's investigations and lead to legal challenges in any future legal proceedings. In addition, many interlocutors had very limited or no Internet access. For those reasons, the Mechanism decided to postpone interviews with witnesses until travel is again possible.

6.183 Reflecting the importance of continuous improvement and responding to evolving needs, the Mechanism will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the continued emphasis on open-source investigations as a key component of the investigation strategy, through the use of, for example, video footage and photos uploaded to the Internet, posts on social media platforms and geospatial imagery, and communication with potential information sources through secure electronic means. This was also in keeping with the increasing use of open-source investigations by national and international courts.

## Planned results for 2022

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

### Result 1: cooperative frameworks for the collection, preservation and storage of information, documentation and evidence<sup>14</sup>

#### Programme performance in 2020

6.185 The Mechanism initiated discussions with Member States, intergovernmental organizations, United Nations system entities and civil society actors on the development and conclusion of cooperative frameworks for the collection, preservation and storage of information. These frameworks facilitate the Mechanism's work by enabling: (a) the provision of information to the Mechanism; (b) the provision of logistical support to the Mechanism; and/or (c) the conduct of the Mechanism's activities within Member States' territories.

6.186 The above-mentioned work contributed to the Mechanism advancing extensive negotiations and concluding 12 cooperative arrangements, which met the planned target of the agreement of parties to cooperative frameworks for the collection, preservation and storage of information, documentation and evidence, as reflected in the programme budget for 2020.

#### Proposed programme plan for 2022

6.187 The Mechanism will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Mechanism will continue its efforts in negotiating and concluding additional frameworks. The expected progress is presented in the performance measure below (see table 6.29).

Table 6.29  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Adoption of Human Rights Council resolution <a href="#">39/2</a>	Initiation of dialogue with parties	Agreement of parties to 12 cooperative arrangements on access to information, documentation and evidence	Access to sources of information, documentation and evidence	Agreement of additional parties to cooperative arrangements on access to, and sharing of, information, documentation and evidence

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

<sup>14</sup> As reflected in the programme budget for 2020 ([A/74/6/Add.1](#)).

**Result 2: collection and consolidation of information, documentation and evidence of serious international crimes and violations of international law committed in Myanmar since 2011<sup>15</sup>**

**Programme performance in 2020**

6.188 The Mechanism undertook an assessment of the information in its possession, in particular the materials from the independent international fact-finding mission on Myanmar, in order to determine the gaps in its information. On the basis of this assessment, the Mechanism developed a strategy on the collection of additional information, including through the monitoring of ongoing developments in Myanmar, the utilization of open sources and the issuance of formal requests for information to a variety of entities. The Mechanism engaged extensively with existing and potential information sources to address confidentiality and consent issues.

6.189 Although there were some delays in early 2020, the Mechanism established its electronic database to securely store, consolidate and preserve the information that it collects. As part of its efforts with regard to information security, the Mechanism acquired equipment and hardware to enable encryption and restrict administrative controls.

6.190 The above-mentioned work contributed to an increase in the number and volume of information items processed for potential sharing (see figure 6.V). The previous performance measure reflected in [A/75/6/Add.1](#) is reported in table 6.29 above.

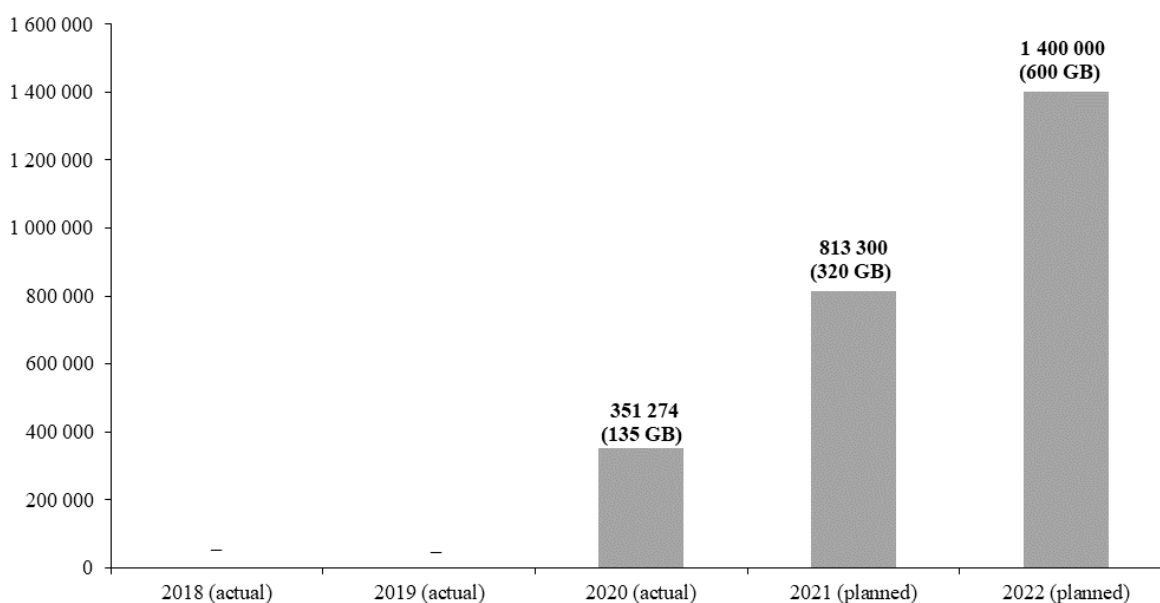
**Proposed programme plan for 2022**

6.191 The Mechanism will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Mechanism will scale up open-source investigations, identify new sources of information, interview witnesses and monitor ongoing events in Myanmar. The expected progress is presented in the performance measure below (see figure 6.V).

Figure 6.V

**Performance measure: number and volume of information items processed for potential sharing**

(Number of items and gigabytes)



<sup>15</sup> As reflected in the programme budget for 2020 ([A/74/6/Add.1](#)).

### **Result 3: availability of case file evidence packs and analytical documents for sharing with relevant entities**

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

6.192 In order to facilitate criminal proceedings in national, regional or international courts or tribunals, the Mechanism collated and analysed information that it has collected for potential sharing with competent investigative, prosecutorial or judicial authorities. On the basis of its analysis, the Mechanism determined that information needs to be well organized, collated into coherent files pertaining to a specific situation, incident or person/entity, and tied together by clear analysis, to ensure, to the best extent possible, that the information will be useful to investigative, prosecutorial or judicial authorities. The Mechanism has continued to develop its analytical capacity to conduct in-depth analyses of the substantial information in its possession.

#### *Lessons learned and planned change*

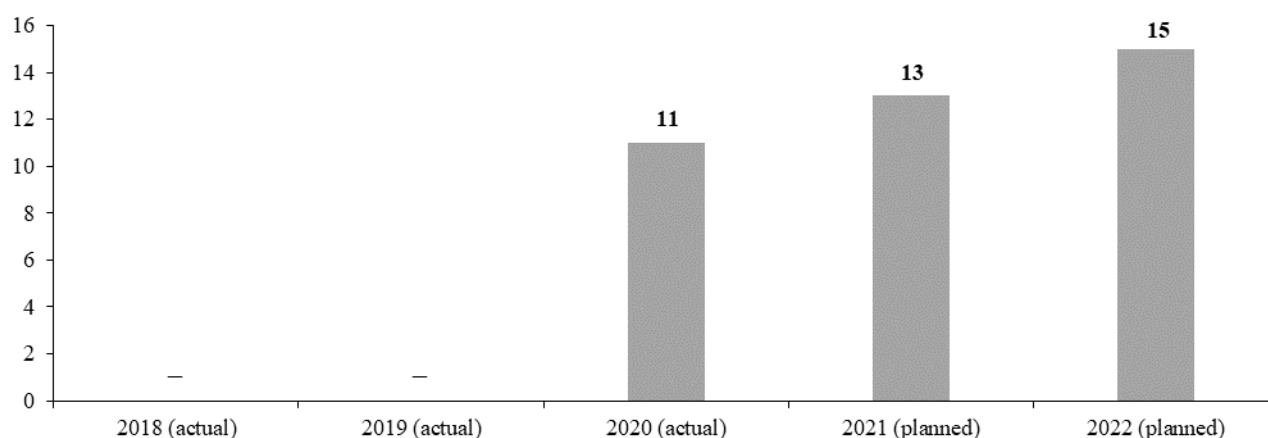
6.193 The lesson for the Mechanism was that, in compiling its information and analysis for sharing, it was crucial that the information dealt with specific events, situations or persons/entities, with clear and well-defined parameters. In applying the lesson to ensure that each case file that it develops is specific and of a manageable size, the Mechanism will produce packs for sharing, containing supporting information and analysis, in response to the requests of relevant entities in the relevant criminal or legal proceedings. The Mechanism will collate its information and analysis into future case files in a coherent and practical manner, so as to maximize the usefulness and benefit of such files for future recipients.

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

6.194 This work is expected to contribute to the objective, as demonstrated by the availability of more information and case files that can be shared for use in national, regional or international courts or tribunals, in line with the Mechanism's mandate. The continuous growth of the database and the use of state-of-the-art analytical tools will enhance the Mechanism's ability to share relevant materials and files, as and when requested, as evidenced by the increasing number of information items processed for analysis (see figure 6.VI).

Figure 6.VI

**Performance measure: number of case file evidence packs and analytical documents available for sharing**



## Legislative mandates

6.195 The list below provides all mandates entrusted to the Mechanism.

### General Assembly resolutions

<a href="#">73/264</a>	Situation of human rights in Myanmar	<a href="#">75/238</a>	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
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### Human Rights Council resolutions

<a href="#">39/2</a> ; <a href="#">42/3</a>	Situation of human rights of Rohingya Muslims and other minorities in Myanmar	<a href="#">46/21</a> ; <a href="#">43/26</a>	Situation of human rights in Myanmar
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## Deliverables

6.196 Table 6.30 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 6.30

### Independent Investigative Mechanism for Myanmar: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Reports for the General Assembly	1	1	1	1
2. Reports for the Human Rights Council	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
3. Meetings of the General Assembly	1	–	–	–
4. Meetings of the Human Rights Council	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
7. Meetings of the Fifth Committee	1	2	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	–	–	–
8. Training of partners on the use of the Mechanism's evidence system	6	–	–	–
<b>Technical materials</b> (number of materials)	<b>6</b>	<b>11</b>	<b>13</b>	<b>15</b>
9. Documents containing a compilation of information and evidence of international crimes	6	9	10	10
10. Documents containing a compilation of analysis of evidence of international crimes	–	2	3	5
<b>C. Substantive deliverables</b>				
<b>Fact-finding, monitoring and investigation missions:</b> investigation missions to collect information, documentation and evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011, including by taking statements from victims and witnesses.				
<b>Consultation, advice and advocacy:</b> consultations with more than 30 entities, including Member States and civil society organizations, about the Mechanism.				
<b>Databases and substantive digital materials:</b> database to consolidate, organize, preserve, verify and analyse relevant information and evidence.				



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:** meetings and conferences with relevant stakeholders, in particular civil society organizations, to raise awareness about the Mechanism's mandate and activities; and development of information materials about the Mechanism and its work for general dissemination and of material tailored to specific audiences in relevant languages.

**External and media relations:** holding of press conferences and media interviews; participation in panels and events; and provision of briefings to the diplomatic and academic communities on the progress of the Mechanism's work.

**Digital platforms and multimedia content:** update of the Mechanism's website.

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

### Overall orientation

#### Mandates and background

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

### Programme of work

#### Objective

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

#### Strategy

6.199 To contribute to the objective, the Mechanism will continue to build the central repository through existing or new cooperation agreements. The Mechanism will also continue to analyse evidence within the framework of its structural investigations and in response to requests for assistance from eligible jurisdictions. In addition, the Mechanism will build criminal case files through the analysis of evidence in its possession, pursuing lines of inquiry and conducting the investigations required to fill evidentiary gaps. Furthermore, the Mechanism will share information, evidence, analytical documents, expertise and/or case files with national, regional or

international courts and tribunals that have jurisdiction over these alleged crimes. The Mechanism will further develop and implement its victim- and survivor-centred approach and integrate a focus on sexual and gender-based crimes and crimes against children throughout its work. The Mechanism will also continue to promote an integrated approach to justice and accountability through effective dialogue and coordination, including with criminal justice actors, civil society and other United Nations actors, which will help Member States to make progress towards the achievement of Sustainable Development Goals 5 (Achieve gender equality and empower all women and girls) and 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

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

- (a) The storage of crucial evidence of alleged crimes in a central repository, available for collation and distribution to requesting parties;
- (b) Strengthened investigations, prosecutions and trials by jurisdictions with competence over the alleged crimes within the Mechanism's mandate;
- (c) Greater accessibility to justice and gender equality;
- (d) The strengthening of the broadest possible range of justice initiatives compatible with the Mechanism's mandate.

## **External factors for 2022**

6.201 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Parties will provide information and evidence in various formats for inclusion in the central repository, necessitating storage capabilities and resources for the ongoing tagging of information and evidence;
- (b) Relevant materials on chemical weapons usage compiled by the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism will continue to be made available.

6.202 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 objective, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

6.203 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Mechanism continues to incorporate a gender perspective into its evidentiary strategies in order to avoid bias that results in the inaccurate recording of harm experienced by females; to ensure that due attention is paid to sexual violence crimes against males; and to diversify evidentiary sources to account for different gender perspectives.

6.204 With regard to disability inclusion, the Mechanism will review and specifically examine the United Nations Disability Inclusion Strategy with a view to further advancing disability inclusion, and will include mitigating measures to overcome any challenges while operationalizing disability inclusion.

6.205 With regard to cooperation with other entities at the global, regional national and local levels, the Mechanism will continue to cooperate with competent

jurisdictions, international organizations, Syrian and international civil society organizations and individuals, utilizing a variety of cooperation frameworks.

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

### **Evaluation activities**

6.207 The self-evaluation of the workflows of all sections in respect of the integration of a gender analysis into the Mechanism's core activities, pursuant to the gender strategy, is planned for 2022.

### **Programme performance in 2020**

6.208 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 access to a collection of high evidentiary value**

6.209 The Mechanism was confronted with challenges related to the intake and analysis of certain evidentiary materials, owing to their volume, variety and complexity. In response, it implemented new technologies to improve the automatic extraction and translation of text from scanned documents, which has significantly enhanced the searchability of evidentiary materials and helped to ensure faster, more robust and more accurate analytical processes.

6.210 The Mechanism tested this approach on one exceptionally challenging and voluminous collection of materials of high evidentiary value and it yielded successful results. The Mechanism will apply this technology-assisted review technique to other document collections in its central repository to enable the more thorough review of larger evidence collections, facilitating the identification of valuable evidence more quickly. The increased accessibility of these important collections will allow the Mechanism to provide more comprehensive responses to requesting parties.

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

6.211 The above-mentioned work contributed to the objective, as demonstrated by the significant improvement in the effectiveness of optical character recognition technology applied to a large collection of documents, resulting in more comprehensive responses shared with competent jurisdictions.

Table 6.31  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	Evidentiary information shared with competent jurisdictions	More comprehensive evidentiary information shared with competent jurisdictions in an effective manner

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

6.212 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Mechanism. The impact included the postponement of missions that required face-to-face contact in order to cultivate relationships with relevant sources, investigate and collect information and evidence of international crimes in the Syrian Arab Republic. Similarly, face-to-face consultations with key stakeholders, including civil society actors, and planned visits from national war crimes units to identify relevant evidence in the Mechanism's database, were postponed. These changes had an impact on the programme performance in 2020, as specified under result 1 below.

6.213 Reflecting the importance of continuous improvement and responding to evolving needs, the Mechanism will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the continued refinement and adjustment of its analytical workflows to accommodate changes in its evidence collection and processing plans, as well as its continued remote working arrangements, which permitted progress on the development of a foundation for its case files. In addition, the Mechanism will facilitate the secure processing of evidence in altered circumstances and will continue to refine its technical capabilities to better support remote work.

**Planned results for 2022**

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

**Result 1: domestic investigations and prosecutions supported by expansion and diversification of the evidence collection<sup>16</sup>****Programme performance in 2020**

6.215 The Mechanism continued to develop its capacity to build the central repository by negotiating cooperation frameworks permitting the collection of materials from different stakeholders. In response to the COVID-19 pandemic, the Mechanism strengthened its capacity to collect information and evidence remotely and to access information and evidence online. The Mechanism also identified gaps in its evidence collection that it is proactively seeking to fill, in line with its mandate.

6.216 The above-mentioned work contributed to the registration of 57 sources of information and evidence, which did not meet the planned target of 69 available sources of data reflected in the programme budget for 2020. The target was not met mainly owing to operational restrictions imposed as a result of the COVID-19 pandemic.

**Proposed programme plan for 2022**

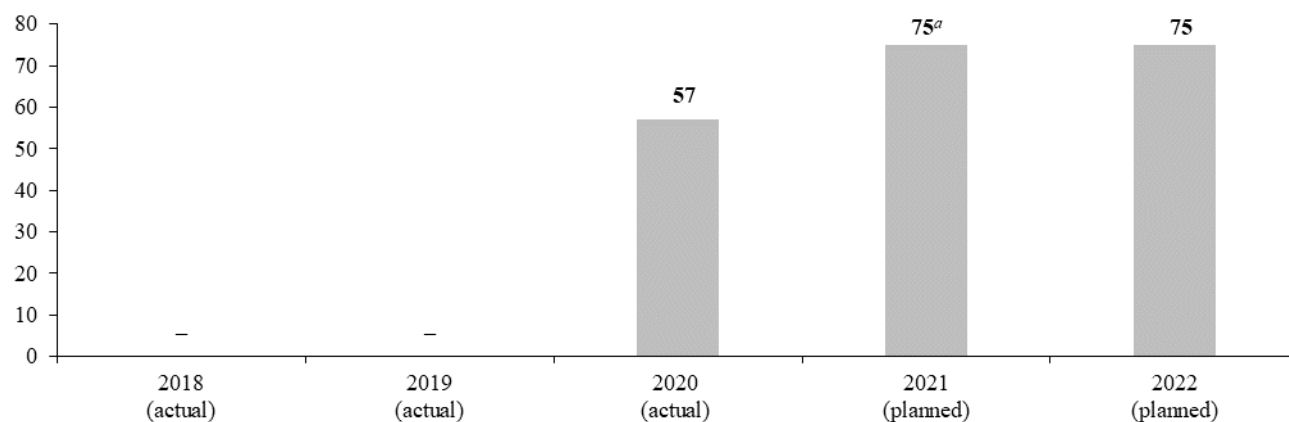
6.217 The Mechanism will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Mechanism will identify and register high-value sources that can provide information and evidence capable of filling key gaps in the Mechanism's central repository and supporting domestic prosecutions. The expected progress is presented in the performance measure below (see figure 6.VI).

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<sup>16</sup> As reflected in the programme budget for 2020 (A/74/6/Add.1).

Figure 6.VI

**Performance measure: number of available data sources (cumulative)**



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

## **Result 2: mixed-format analysis<sup>17</sup>**

### **Programme performance in 2020**

6.218 The Mechanism continued to collect information and evidence in multiple formats, including documents, videos, digital images and audio recordings. The Mechanism also made progress in using advanced computational methods to analyse large quantities of materials. In addition, it continued to enhance its in-house capacity to work with multiple evidence formats through the acquisition of relevant technology, the development of related standard operating procedures and, where required, technical training.

6.219 The above-mentioned work contributed to the review of 9,406 evidentiary records for the purpose of responding to requests for assistance made by competent authorities in relevant jurisdictions, which exceeded the planned target of 5,000 evidentiary records reflected in the programme budget for 2021.

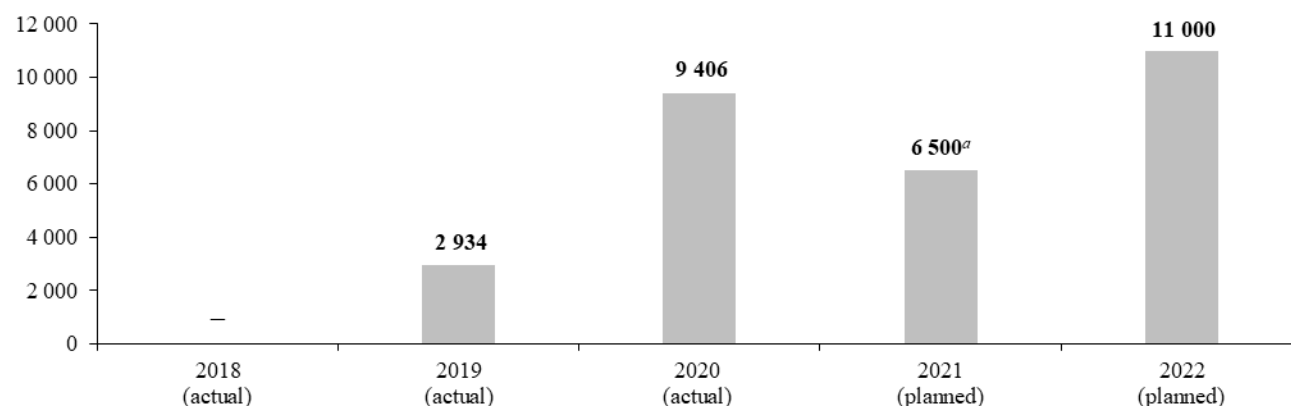
### **Proposed programme plan for 2022**

6.220 The Mechanism will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Mechanism will continue to develop its capacity to collect, preserve and review evidence in diverse formats through the acquisition and development of necessary technologies and the improvement of operating procedures, and by undertaking the necessary technical training. The expected progress is presented in the performance measure below (see figure 6.VII).

<sup>17</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 6.VII

**Performance measure: number of evidence collection records shared (annual)**



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

### **Result 3: improved integration of gender perspectives throughout the Mechanism's substantive work to facilitate inclusive justice**

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

6.221 In line with its terms of reference, the Mechanism has developed and is scaling up the implementation of a comprehensive gender strategy in order to enhance the integration of gender perspectives in its substantive work, in support of the justice efforts of competent jurisdictions now and in the future.

#### *Lessons learned and planned change*

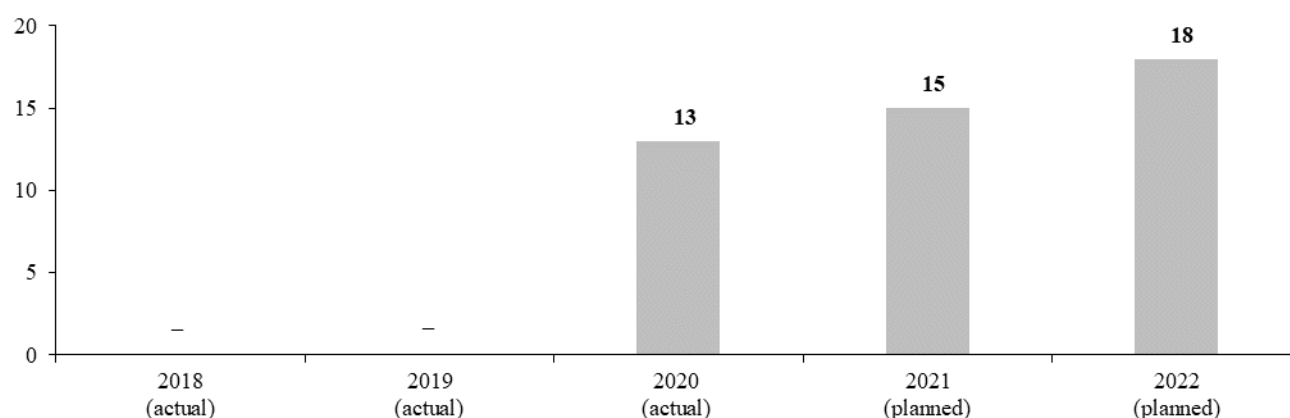
6.222 The lesson for the Mechanism was that proactive and effective guidance in the form of standard operating procedures and other guidelines, analytical tools and strategy frameworks, as well as training sessions and expert consultations, are required to adequately and effectively integrate gender perspectives into its substantive work. In applying the lesson, the Mechanism will develop additional specialized gender-related products, such as tailored support, training, guidelines and analytical tools to better integrate gender perspectives into its substantive work. It can thereby ensure that the Mechanism accurately represents the gendered nature and impact of crimes in the Syrian Arab Republic, as well as the diverse perspectives of victims and survivors of these crimes.

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

6.223 This work is expected to contribute to the objective, as demonstrated by 18 specialized gender-related products available immediately or in the future for provision to external entities requesting the Mechanism's input into or assistance with justice efforts and activities related to sexual and gender-based crimes in the Syrian context and engagement with victims and survivors of such crimes (see figure 6.VIII).

Figure 6.VIII

**Performance measure: number of specialized products available to external entities integrating a gender perspective (annual)**



### List of mandates

6.224 The list below provides all mandates entrusted to the Mechanism.

#### General Assembly resolutions

<a href="#">71/248</a>	International, Impartial and Independent Mechanism to Assist in the Investigations and Prosecutions of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	<a href="#">75/193</a>	Situation of human rights in the Syrian Arab Republic
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### Deliverables

6.225 Table 6.32 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 6.32

**International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
1. Reports for the General Assembly	2	2	2	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>5</b>	<b>6</b>	<b>4</b>	<b>4</b>
2. Meetings of the General Assembly	2	2	1	1
3. Meetings of the Fifth Committee	1	2	1	1
4. Meetings of the Committee for Programme and Coordination	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>87</b>	<b>3</b>	<b>5</b>	<b>6</b>
6. Lausanne workshops on collaboration strategies between NGOs in the Syrian Arab Republic and the Mechanism	2	1	2	2
7. Workshops for civil society actors in the Syrian Arab Republic to build their capacity to be actors for accountability there	4	1	2	2
8. Training of members of war crimes units in the use of the Mechanism's evidence system to facilitate their identification and analysis of evidence of international crimes	80	—	—	—
9. Annual meeting with victims' representatives from NGOs to engage as part of its victim-centred approach	1	1	1	2
<b>Technical materials</b> (number of materials)	<b>50</b>	<b>60</b>	<b>71</b>	<b>87</b>
10. Document containing a compilation of information and evidence of international crimes, including in response to requests for assistance submitted to the Mechanism by prosecuting authorities	32	34	50	50
11. Documents containing a compilation of analysis of evidence of international crimes, for sharing with relevant authorities	15	25	19	35
12. Case files (in whole or in part) regarding individual criminal responsibility for specific international crimes, ready for sharing with relevant authorities which have jurisdiction to prosecute international crimes committed in the Syrian Arab Republic	3	1	2	2
<b>C. Substantive deliverables</b>				
<b>Fact-finding, monitoring and investigation missions:</b> more than 15 missions to identify and meet sources and potential witnesses and collect evidence to fill existing gaps in the Mechanism's central repository; and/or build case file(s) for national, regional or international jurisdictions that will prosecute international crimes committed in the Syrian Arab Republic since March 2011.				
<b>Consultation, advice and advocacy:</b> consultations with national judicial authorities from more than 15 countries to facilitate their identification and analysis of evidence of international crimes in the Mechanism's central repository, and further cooperation in support of national investigations and prosecutions; consultations with civil society, including a broad range of victim and survivor communities, to improve their understanding about accountability processes, their engagement with the Mechanism and the Mechanism's understanding of contextual factors and accountability priorities.				
<b>Databases and substantive digital materials:</b> central repository of evidence of crimes committed in the Syrian Arab Republic since March 2011 that can facilitate criminal law prosecutions in appropriate jurisdictions, now or in the future.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> periodic bulletins on the Mechanism's work distributed to some 200 NGOs and other entities; information and "frequently asked questions" pamphlets/leaflets for general dissemination; background papers containing information about the Mechanism; and meetings to raise awareness among United Nations partners of the Mechanism's mandate and activities.				
<b>External and media relations:</b> holding of press conferences and interviews; participation in panels and events; and provision of briefings to the diplomatic and academic communities on the progress of the Mechanism's work.				
<b>Digital platforms and multimedia content:</b> online content on the Mechanism's website.				



## Programme 7

### Economic and social affairs

#### Legislative mandates

7.1 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	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
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	69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
51/176	Implementation of the Programme of Action of the International Conference on Population and Development	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
51/240	Agenda for Development	69/321	Revitalization of the work of the General Assembly
52/220	Questions relating to the proposed programme budget for the biennium 1998–1999	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
55/2	United Nations Millennium Declaration	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
55/279	Programme of Action for the Least Developed Countries for the Decade 2001–2010	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
57/144	Follow-up to the outcome of the Millennium Summit		
57/253	World Summit on Sustainable Development	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
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	73/248	Operational activities for development of the United Nations system
58/220	Economic and technical cooperation among developing countries	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
58/269	Strengthening of the United Nations: an agenda for further change		
59/243	Integration of the economies in transition into the world economy		
60/1	2005 World Summit Outcome	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
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	74/238	Operational activities for development of the United Nations system
62/208	Triennial comprehensive policy review of 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
66/288	The future we want		
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session 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	2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development	2007	Annual ministerial review on the theme “Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development”
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001–2010	2008 2008	Development Cooperation Forum Annual ministerial review on the theme “Implementing the internationally agreed goals and commitments in regard to sustainable development”
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development		

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

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

**Deliverables**

7.3 Table 7.1 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 7.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>169</b>	<b>289</b>	<b>271</b>	<b>282</b>
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
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>207</b>	<b>183</b>	<b>198</b>	<b>198</b>
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>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>13</b>	<b>15</b>	<b>13</b>	<b>13</b>
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
<b>Technical materials</b> (number of materials)	<b>23</b>	<b>14</b>	<b>10</b>	<b>12</b>
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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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).				
<b>Databases and substantive digital materials:</b> 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.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 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.				
<b>Digital platforms and multimedia content:</b> 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

7.4 The objective, to which this subprogramme contributes, is to strengthen international cooperation in the area of social development and promote greater social inclusion and well-being for all.

#### Deliverables

7.5 Table 7.2 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 7.2

**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>26</b>	<b>24</b>	<b>30</b>	<b>28</b>
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
<b>Substantive service for meetings</b> (number of three-hour meetings)	<b>87</b>	<b>62</b>	<b>87</b>	<b>85</b>
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>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
13. Projects on social policy formulation	2	2	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
14. Lectures, multi-stakeholder panels, briefings, seminars and workshops for Member States and other stakeholders on social issues	10	10	10	10
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
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	—	—	—	—
<b>Technical materials</b> (number of materials)	<b>7</b>	<b>5</b>	<b>7</b>	<b>7</b>
19. Outcome documents of expert groups on various social issues	7	5	7	7
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 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
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 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.				
<b>External and media relations:</b> briefings, press conferences and press releases on various social issues.				
<b>Digital platforms and multimedia content:</b> 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

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

### Deliverables

7.7 Table 7.3 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 7.3

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>14</b>	<b>14</b>	<b>12</b>	<b>12</b>
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
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>87</b>	<b>113</b>	<b>84</b>	<b>92</b>
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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>7</b>	<b>11</b>	<b>6</b>	<b>5</b>
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
<b>Seminars, workshops and training events</b> (number of days)	<b>125</b>	<b>67</b>	<b>100</b>	<b>100</b>
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
<b>Publications</b> (number of publications)	–	–	–	–
11. <i>Global Sustainable Development Report</i>	–	–	–	–
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>19</b>	<b>3</b>	<b>8</b>
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
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 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.				
<b>Databases and substantive digital materials:</b> 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.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 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> .				
<b>Digital platforms and multimedia content:</b> maintenance of the Sustainable Development Knowledge Platform, which has an average number of 30,000 visits per day.				

## Subprogramme 4 Statistics

### Objective

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

## Deliverables

7.9 Table 7.4 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 7.4

### Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>19</b>	<b>19</b>	<b>22</b>	<b>19</b>
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
<b>Substantive servicing for meetings</b> (number of three-hour meetings)	<b>119</b>	<b>129</b>	<b>109</b>	<b>151</b>
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
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>7</b>	<b>4</b>	<b>5</b>
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
<b>Publications</b> (number of publications)	<b>32</b>	<b>34</b>	<b>34</b>	<b>36</b>
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



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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
<b>Technical materials</b> (number of materials)	<b>26</b>	<b>38</b>	<b>26</b>	<b>34</b>
42. Technical materials on economic statistics	4	3	4	4
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

7.10 The objective, to which this subprogramme contributes, is to strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimension into the international development agenda.

## Deliverables

7.11 Table 7.5 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 7.5

### Subprogramme 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>
1. Reports to the General Assembly	1	1	–	1
2. Reports to the Commission on Population and Development	3	3	2	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>40</b>	<b>25</b>	<b>33</b>	<b>36</b>
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>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>5</b>	<b>4</b>	<b>3</b>	<b>4</b>
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
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
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
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 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.				
<b>Databases and substantive digital materials:</b> databases and data sets on population topics.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> booklets, fact sheets, wall charts and information kits on population topics; and special events on population topics.				
<b>External and media relations:</b> 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.				
<b>Digital platforms and multimedia content:</b> interactive data visualizations or other Internet content on population topics.				

## Subprogramme 6 Economic analysis and policy

### Objective

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

### Deliverables

7.13 Table 7.6 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 7.6

**Subprogramme 6: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>3</b>	<b>5</b>	<b>3</b>
1. Reports for the General Assembly	1	1	3	1
2. Reports for the Economic and Social Council	2	2	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>28</b>	<b>18</b>	<b>30</b>	<b>22</b>
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>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>–</b>	<b>2</b>	<b>0</b>
6. Field projects on sustainable development	2	–	2	–
<b>Seminars, workshops and training events</b> (number of days)	<b>29</b>	<b>27</b>	<b>34</b>	<b>45</b>
7. Training seminars on sustainable development	29	27	34	45
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
8. Publications on the world economy	1	1	1	1
9. Committee for Development Policy policy note	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>56</b>	<b>42</b>	<b>61</b>	<b>65</b>
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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
16. Technical input for common country analyses/United Nations Sustainable Development Cooperation Framework	–	6	–	22
17. Policy briefs	–	9	–	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 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.				
<b>Databases and substantive digital materials:</b> 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.				
<b>D. Communication deliverables</b>				
<b>External and media relations:</b> 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

7.14 The objective, to which this subprogramme contributes, is to foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development.

#### Deliverables

7.15 Table 7.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.7

#### Subprogramme 7: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
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
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>18</b>	<b>12</b>	<b>18</b>	<b>18</b>
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>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects, including the United Nations Project Office on Governance</b> (number of projects)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
7. Field projects on various matters related to public administration	6	6	6	6
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>21</b>	<b>8</b>	<b>12</b>
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
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>
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	–
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>8</b>	<b>5</b>	<b>7</b>
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
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> 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.				
<b>Fact-finding and advisory missions:</b> needs assessment missions on public institutions and digital government.				
<b>Databases and substantive digital materials:</b> databases on issues related to public administration.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> United Nations Public Administration Network newsletter.				
<b>Digital platforms and multimedia content:</b> 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

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

### Deliverables

7.17 Table 7.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.8

#### Subprogramme 8: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
1. Reports of the United Nations Forum on Forests	8	8	8	8
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>8</b>	<b>20</b>	<b>20</b>
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>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>
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
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>9</b>	<b>7</b>	<b>7</b>
6. Training seminars and workshops on forest financing	6	6	6	6
7. Training seminars and workshops on sustainable development	2	3	1	1
<b>Publications</b> (number of publications)	<b>—</b>	<b>—</b>	<b>1</b>	<b>—</b>
8. Progress towards achieving the global forest goals and targets of the United Nations strategic plan for forests 2017–2030	—	—	1	—
<b>Technical materials</b> (number of materials)	<b>7</b>	<b>13</b>	<b>7</b>	<b>7</b>
9. Technical materials on sustainable forest management	3	6	3	3
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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> on various issues related to forests.				
<b>Databases and substantive digital materials:</b> on clearing house mechanism.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 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.				
<b>External and media relations:</b> 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

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

#### Deliverables

7.19 Table 7.9 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 7.9  
**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>54</b>	<b>64</b>	<b>52</b>	<b>35</b>
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
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>207</b>	<b>173</b>	<b>199</b>	<b>183</b>
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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
9. Meetings of experts on financing for sustainable development-related issues	42	6	38	15
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>20</b>	<b>61</b>	<b>13</b>	<b>21</b>
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
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>6</b>	<b>1</b>
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	—
<b>Technical materials</b> (number of materials)	<b>21</b>	<b>33</b>	<b>15</b>	<b>23</b>
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
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



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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### 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.

## Programme 8

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

#### **Overall orientation**

#### **Mandates and background**

8.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating for, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. As the consequences of the coronavirus disease (COVID-19) pandemic unfold across the world, it becomes more evident that not all countries are able to fight this disease with the same means and vigour, provide the same level of social protection for their citizens who lose jobs and incomes, support small businesses, and build back better and stronger. Least developed countries, landlocked developing countries and small island developing States are disproportionately affected by the negative impact of COVID-19 but have the least capacity to address the consequences of the pandemic. More than before, the crisis displays the extreme vulnerability of these three groups of countries and the need for continued and stronger international attention, action and support. The mandate of the Office of the High Representative therefore becomes all the more important. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution [65/280](#), whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011–2020; resolution [69/15](#), whereby the Assembly endorsed the SIDS Accelerated Modalities of Action (SAMOA) Pathway; and resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024.

8.2 The 2030 Agenda for Sustainable Development (General Assembly resolution [70/1](#)) supports the implementation of the three programmes of action – namely, the Istanbul Programme of Action, the Vienna Programme of Action and the Samoa Pathway – all of which are integral to the Agenda. Furthermore, in the 2030 Agenda it is indicated that, in the context of the global follow-up and review processes of the Agenda, effective linkages should be made with the follow-up and review arrangements of all relevant United Nations conferences and processes, including those on the least developed countries, landlocked developing countries and small island developing States.

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

8.3 The year 2022 constitutes an important milestone in the work of the Office of the High Representative in support of the most vulnerable countries. The COVID-19 pandemic threatens the hard-won but mixed progress made by least developed countries, landlocked developing countries and small island developing States in the implementation of their programmes of action and the 2030 Agenda. The pandemic

has also resulted in a new array of challenges to the implementation of the programmes, while aggravating existing ones.

8.4 As those countries are expected to start recovering from the effects of COVID-19, the international community is expected to agree, in January 2022, on a renewed global compact to advance the sustainable development of least developed countries, for the last decade of implementation of the 2030 Agenda. As the implementation of this new compact begins, the two other constituencies of the Office of the High Representative – landlocked developing countries and small island developing States – and their development partners will also enter the last mile of their journey towards the target date by which they committed to overcome disadvantages associated with their geographical locations, the structure of their economies and their ever-increasing exposure to climate change. The pace of progress during the first and last miles of their programmes of action will therefore determine whether or not these countries and their development partners meet their development aspirations, including the Sustainable Development Goals.

8.5 In view of the above challenges, the Office of the High Representative will forge broad and durable partnerships, including within the United Nations system and outside the system, for the advancement of sustainable development in least developed countries, landlocked developing countries and small and island developing States. Cognizant of the importance of the involvement of youth in the implementation and follow up to the programmes of action for least developed countries, landlocked developing countries and small island developing States, the enhanced cooperation with the Office of the Secretary-General's Envoy on Youth to foster the involvement, participation and input of youth in intergovernmental negotiations and official United Nations processes. The Office of the High Representative will also step up efforts aimed at producing data-driven analysis, taking advantage of new tools, including machine learning techniques. The knowledge and data generated by the Office of the High Representative will inform its advocacy and outreach and capacity-building activities. As part of its advocacy mandate, the Office of the High Representative will raise awareness, mobilize support and build consensus. The key audiences will continue to be built both in the most vulnerable countries, as well as in partner countries and in regional and global organizations and forums. The Office of the High Representative will also mobilize resources to ensure that least developed countries, landlocked developing countries and small island developing States participate in the process and have their voices heard in global deliberations. These resources will also enable the representatives from the most vulnerable countries to benefit from capacity-building activities, peer-learning and the exchange of best practices, all on thematic areas relevant to the Sustainable Development Goals and to building resilience in the aftermath of the COVID-19 pandemic.

8.6 For 2022, the planned deliverables and activities of the Office of the High Representative reflect the known and anticipated challenges related to the COVID-19 pandemic that are being faced by Member States. Such planned deliverables and activities include knowledge generation, advocacy, capacity-building, and intergovernmental support and consensus building, all aimed at supporting the efforts of least developed countries, landlocked developing countries and small island developing States to build back better and increase their resilience in the face of multiple shocks. Specific examples of such planned deliverables and activities are provided under subprogramme 1, Least developed countries and include analytical materials and facilitation of peer-learning on poverty eradication and structural transformation, and capacity-building on graduation and smooth transition; under subprogramme 2, Landlocked developing countries and include substantive backstopping support to the group of landlocked developing countries, and analytical

and advocacy materials along with capacity-building on the priorities of the Vienna Programme of Action; and under subprogramme 3, Small island developing States and include advocacy activities for enhanced support and increased resources for small island developing States in addressing the impact of COVID-19, facilitation of collaborative partnerships, especially between those States and the private sector; and peer learning and the exchange of best practices through the small island developing States national focal points network.

8.7 The mainstreaming of the new programme of action for least developed countries and acceleration of the implementation of the programmes of action for landlocked developing countries and small island developing States, in synergy with the 2030 Agenda and other global frameworks, will be at the core of the cooperation between the Office of the High Representative and other entities at the global, regional, national and local levels. The forums through which this cooperation will take place include the national focal points networks of the three groups of countries, similar networks of resident coordinator and the inter-agency consultative groups for least developed countries, landlocked developing countries and small island developing States.

8.8 Comprised of government representatives, the networks of national focal points for least developed countries, landlocked developing countries and small island developing States, to which the Office of the High Representative will provide substantive secretariat support, will serve as an interface between the global and regional processes and national policy formulation, implementation, monitoring and review. By acting as a facilitator and a convener of the meetings of these networks, the Office will enable members of networks to remain engaged at a time when the sharing of information, lessons learned and best practices on building back better in the context of the COVID-19 pandemic and its aftermath is more important than ever.

8.9 The Office of the High Representative will carry out similar functions for the resident coordinator networks for the three groups of countries. These networks will help promote mainstreaming of the programmes of action into the United Nations strategic plans and the United Nations Sustainable Development Cooperation Framework along with supporting resident coordinators to engage with Member States on the ground on specific issues relating to the least developed countries, landlocked developing countries and small island developing States.

8.10 The inter-agency consultative groups for least developed countries, landlocked developing countries and small island development States, of which the Office of the High Representative is a convener, will guide inter-agency coordination and liaison at the regional and global levels. The groups provide platforms where United Nations entities and other international organizations exchange information not their work on the most vulnerable countries, strengthen coordination of their activities and mount joint inter-agency activities.

8.11 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) The security and political situation in least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of actions, namely, the new programme of action for the least developed countries for the decade 2021–2030, the Vienna Programme of Action and the Samoa Pathway;

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

8.12 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.

8.13 The Office of the High Representative continues to mainstream disability inclusion and the rights and development of persons with disabilities into its programme of work and will continue to mainstream inclusion in its reports, following the example of the annual flagship publication, the State of the Least Developed Countries in 2020, that included a dedicated section on the impacts of the COVID-19 pandemic on persons with disabilities. The Office is also promoting consultations with organizations of persons with disabilities, including in the preparations for the upcoming Conference on the Least Developed Countries in 2022, with the aim to raise awareness about the needs and priorities of persons with disabilities living in least developed countries, landlocked developing countries and small island developing States and to promote disability inclusion in the implementation of the three programmes for action for the least developed countries, landlocked developing countries and small island developing States.

8.14 The Office of the High Representative also integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, results in subprogrammes 1 and 2 reflect gender-related aspects.

## **Programme performance in 2020**

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

8.15 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The Office of the High Representative has made necessary adjustments both on the modalities and on the content of its programme delivery so as to be responsive to the needs of least developed countries, landlocked developing countries and small island developing States in the context of COVID-19. The Office generated all mandated parliamentary documentation except that pertaining to the Fifth United Nations Conference on Least Developed Countries, which was postponed to 2022. The content of all the reports accounts for the impact of the COVID-19 pandemic and the need for increased support for the most vulnerable countries so that they can build back better. The Office of the High Representative also continued to provide much of the planned substantive backstopping support to least developed countries, landlocked developing countries, and small and island developing States in inter-agency and inter-governmental deliberations that have been conducted through virtual means. Deliverables that are difficult to conduct virtually, either because the beneficiaries live in different time zones or lack broadband connectivity or both, were postponed.

8.16 At the same time, however, some planned deliverables and 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. The Office of the High Representative contributed to fostering dialogues on the global responses to the COVID-19 pandemic, as they relate to the three groups of countries. In addition to providing substantive inputs to the formulation of the United Nations Secretariat's response to the pandemic, the Office has facilitated a series of briefings between the three groups and the Deputy Secretary-General and other officials from the United Nations development system. These meetings were opportunities for the representatives of the United Nations system to inform the three

groups of countries on ongoing efforts at the national, regional and global levels and to hear from them how they could be better supported. Also, upon request, the Office has assisted least developed countries and landlocked developing countries in formulating their positions on COVID-19, in the form of group statements, along with joint positions by the Office and other United Nations entities. This support also extends to the intergovernmental negotiations on the General Assembly resolution on COVID-19.

8.17 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office of the High Representative will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. On the one hand, convening events through virtual means has enabled the Office to reach a wider audience and to increase the number of stakeholders, especially in partner countries where the majority of the population has access to broadband connectivity. This provides an opportunity for increased awareness of special challenges and priorities of the most vulnerable countries. On the other hand, participants based in least developed countries, landlocked developing countries and small island developing States have been relatively disadvantaged as they face various constraints, including limited broadband connectivity, as well as time differences. Further, holding of virtual deliberations came at the cost of limited possibilities for networking and side discussions, which are important means to advance the development agenda of the three groups of countries. Building on these lessons, the Office will opt for modalities of delivery of peer-learning activities that build on the advantages of virtual and in-person interactions while minimizing their respective shortcomings.

## Legislative mandates

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

### *General Assembly resolutions*

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

## Deliverables

8.19 Table 8.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 8.1

**Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>9</b>	<b>7</b>	<b>7</b>
1. Meetings of the groups of least developed countries, landlocked developing countries and small island developing States	3	6	4	4
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	–	–	<b>1</b>	<b>1</b>
5. Thematic reports of the Office of the High Representative	–	–	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefing for all Member States on issues pertaining to all three subprogrammes.				
<b>Databases and substantive digital materials:</b> building and maintenance of databases on topics of relevance to Member States, including but not limited to the ongoing response to the COVID-19 pandemic and achievement of goals under the various programmes of action.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> strategic communications materials supporting global outreach campaigns, campaigns and other materials supporting common agendas, especially the Sustainable Development Goals.				
<b>External and media relations:</b> press releases, media briefings and targeted interviews with select media.				
<b>Digital platforms and multimedia content:</b> development of the website of the Office of the High Representative, reflecting key thematic priorities and support events, providing a platform for research, analysis and opinion on major themes.				

**Evaluation activities**

8.20 The evaluation of the Office of the High Representative, completed in 2020, has guided the programme plan for 2022.

8.21 The findings of the evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, the Office of the High Representative has developed an office-wide advocacy and communication strategy, as recommended in the evaluation. This strategy has informed the choice, content and modalities of delivery of advocacy and communication-related deliverables contained in the proposed programme plan for 2022. Also, the Office has leveraged knowledge management in producing its deliverables.

8.22 An evaluation of the project entitled “Strengthening productive capacity in least developed countries through providing an enabling environment for investment in sustainable energy development” is planned for 2022.

## **Programme of work**

### **Subprogramme 1 Least developed countries**

#### **Objective**

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

#### **Strategy**

8.24 To contribute to the objective, the subprogramme will continue to provide support to Member States in their intergovernmental processes related to the priorities of least developed countries, including by leading the preparations for the Fifth United Nations Conference on the Least Developed Countries and supporting the implementation of its outcome. The subprogramme also plans to prepare analytical materials on how to address the specific challenges of the least developed countries and will facilitate related exchanges of experiences and peer learning on critical enablers to poverty eradication and structural transformation. The subprogramme will continue its advocacy activities related to resource mobilization for sustainable development in the least developed countries. The subprogramme will therefore support Member States in making progress towards achieving the Sustainable Development Goals.

8.25 The subprogramme will continue to provide support to countries graduating from the least developed countries category through workshops and technical support on establishing consultative mechanisms with development partners and preparing smooth transition strategies. The subprogramme will continue to facilitate peer learning, as graduating countries can benefit from the experience of countries that have already graduated.

8.26 The subprogramme plans to support Member States on issues related to COVID-19 by providing policy advice relevant to least developed countries towards building back better and enhancing resilience, including support for building partnerships.

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

(a) Enhanced capacity by the least developed countries to accelerate progress towards reaching the Sustainable Development Goals and other internationally agreed development goals, including the goals of the outcome of the Conference on the Least Developed Countries;

(b) Enhanced capacity of graduating countries with respect to a smooth transition out of the least developed country category.

8.28 The planned support on issues related to the COVID-19 pandemic is expected to result in enhanced preparedness for future shocks through mainstreaming of a new programme of action for least developed countries.



## Programme performance in 2020

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

### Improved Internet access in least developed countries

8.30 Information and communications technology (ICT), which is reflected in target 9.c of the Sustainable Development Goals, can advance the competitiveness of countries and enhance the personal lives of users, especially in the context of the COVID-19 pandemic. However, the digital divide remains wide. In 2019, 87 per cent of individuals in developed countries used the Internet, compared with 19 per cent in least developed countries, with even less users among women (13.9 per cent).

8.31 The subprogramme supported the working group on vulnerable countries of the Broadband Commission for Sustainable Development in 2017 and 2018, which was chaired by the Under-Secretary-General and High Representative. Two regional meetings were organized on broadband connectivity, where the need to leverage investment in broadband Internet to advance development was flagged. Industry leaders held networking meetings with government officials, which facilitated partnership building. Case studies on Cambodia, Rwanda, Senegal and Vanuatu were shared to generate knowledge and share best practices.

8.32 The subprogramme also contributed to the Broadband Commission working groups in 2020, including the working group on the digital infrastructure moonshot for Africa, chaired by the World Bank, which intends to double Internet connectivity in Africa by 2021; and a school connectivity project chaired by the United Nations Children's Fund (UNICEF) and the International Telecommunication Union, leading to the launch of the Giga initiative, which will initially advise six least developed countries on the best possible technical solutions to provide schools with connectivity, and to equip these countries with the required infrastructure to support future digital development needs, in partnership with the industry. Recent references to the connectivity issues in least developed countries include the report entitled *The State of Broadband 2020: Tackling Digital Inequalities – A Decade for Action* and various outcomes of the Broadband Commission. Internet connectivity activities were undertaken by the international community in several least developed countries. The members of the Broadband Commission called for improved connectivity and networks, "including for vulnerable populations in least developed countries" in response to the COVID-19 pandemic. The analytical work of the subprogramme provided support for the Chair of the Group of the Least Developed Countries for his contributions to the Global Connectivity Implementation Plan. As a result, in the Secretary-General's Road Map for Digital Cooperation it was recognized that least developed countries are the least connected; and least developed countries called upon their development partners to make available the financial resources and expertise in this respect in the 2020 Ministerial Declaration of the Least Developed Countries.

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

8.33 The above-mentioned work contributed to the objective, as demonstrated by the enhanced commitment from multiple stakeholders to support least developed countries towards the goal of achieving universal connectivity, as the share of Internet users in least developed countries has risen from 5.5 per cent in 2010 to 19.1 per cent in 2019, and the involvement of least developed countries in designing a Global Connectivity Implementation Plan, which aims to ensure that every person has safe and affordable access to the Internet by 2030 (see table 8.2).

Table 8.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Activities of the Broadband Commission for Sustainable Development increased the knowledge of least developed countries and their partners on how to leverage investment in broadband for national development and building partnerships for example, between ICT industry leaders and Governments of least developed countries	Three least developed countries initiate discussions with potential investors on digital investment	<ul style="list-style-type: none"> <li>• Enhanced commitment from multiple stakeholders to support least developed countries towards the goal of achieving universal connectivity</li> <li>• Involvement of least developed countries in designing a Global Connectivity Implementation Plan, which aims to ensure that every person has safe and affordable access to the Internet by 2030</li> </ul>

### Impact of COVID-19 on subprogramme delivery

8.34 Owing to the impact of COVID-19 during 2020, Member States decided to postpone to 2021 the inter-governmental preparatory meetings, at the regional and global levels, for the Fifth United Nations Conference on the Least Developed Countries. Preparations for some of these meetings had been at an advanced stage. Together with the continuation of the COVID-19 pandemic and given the sequential nature of the preparatory process, this also led to the need to reschedule the Conference itself, originally planned for March 2021 as established by the General Assembly in its resolution [74/232 B](#).

8.35 At the same time, however, the subprogramme identified additional deliverables and modified existing ones so as to respond to requests for support from Member States in developing policies to reduce the negative effects of the COVID-19 pandemic, namely fostering dialogue on global responses to the specific needs of least developed countries to combat the spread of the virus and its devastating health, social and economic impacts. The subprogramme supported the least developed countries group in the formulation of its position paper on COVID-19, advocating for a comprehensive support package. It also facilitated a virtual briefing to the least developed countries by the Deputy-Secretary-General, as well as a series of webinars, providing information on policy options and available support with involvement of various stakeholders. The workshop for national focal points of least developed countries was held virtually, with the participation of resident coordinators, and offered a platform for peer learning and exchanges on country responses to the pandemic. The theme of the next state of the least developed countries report was reconceptualized to focus on the multifaceted impact of the COVID-19 pandemic on the least developed countries and ways to enhance their resilience. In addition, the subprogramme held some of the planned meetings in virtual format owing to travel restrictions, including the annual ministerial meeting of the least developed countries.

### Planned results for 2022

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

## **Result 1: United Nations system support for graduation of least developed countries extended<sup>1</sup>**

### **Programme performance in 2020**

8.37 The subprogramme has continued to ensure better coordinated United Nations system support to graduating least developed countries, in line with its mandate. The subprogramme convened three sessions of the inter-agency task force on graduation of least developed countries, including one session dedicated to the Solomon Islands, in close cooperation with the resident coordinator, crafting a common programme of work to assist the Government in the formulation of a smooth transition strategy. The subprogramme also collaborated with the secretariat of the Committee for Development Policy in supporting a meeting on graduation in Lao People's Democratic Republic. Furthermore, it provided policy advice and assistance to Vanuatu (which graduated on 4 December 2020), which led to the adoption of General Assembly resolution [75/128](#), inviting development partners to provide full support to the implementation of the Vanuatu smooth transition strategy.

8.38 The above-mentioned work contributed to one least developed country having prepared a smooth transition strategy and one having started preparing such strategy, which partially met the planned target of at least two least developed countries having prepared such strategy reflected in the proposed programme budget for 2020.

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

8.39 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 the elaboration of options for strengthening support measures for graduating countries that Member States may consider. The expected progress is presented in the performance measure below (see table 8.3).

Table 8.3  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021(planned)<sup>a</sup></i>	<i>2022 (planned)</i>
The least developed countries currently scheduled for graduation have not completed smooth transition strategies	Least developed countries scheduled for graduation begin preparations for smooth transition strategies, supported by United Nations agencies	One least developed country prepared a smooth transition strategy and one having started preparing such strategy	Graduating and graduated countries share experiences and lessons learned	Member States adopt strengthened support measures for graduating countries

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

<sup>1</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 10\)](#)).

## **Result 2: a new global framework to boost sustainable development progress in those countries that are lagging the most behind<sup>2</sup>**

### **Programme performance in 2020**

8.40 The subprogramme has modified its approach and strategy to adapt to the unprecedented circumstances brought by the COVID-19 pandemic to the work of the United Nations. The major intergovernmental preparatory meetings at regional and global level that had been planned in 2020 in the lead up to the Fifth United Nations Conference on Least Developed Countries had to be postponed. Pursuant to General Assembly resolution 74/232 B, the meetings have been rescheduled to 2021 and the Conference to 2022. The subprogramme in 2020 developed partnership plans to ensure broad-based and inclusive multi-stakeholder participation in the preparatory process for the Conference, in partnership with the Inter-Parliamentary Union, Least Developed Countries Watch, the Envoy of the Secretary-General on Youth and the Qatar Foundation for Education, Science and Community Development, in cooperation with the United Nations system and other organizations, including through virtual briefings, with active participation of private sector and civil society representatives.

8.41 The above-mentioned work contributed to the participation of multi-stakeholder partners in the preparatory meetings for the conference, which met the planned target reflected in the programme budget for 2021.

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

8.42 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 and facilitate effective partnerships with various stakeholders. The expected progress is presented in the performance measure below (see table 8.4).

Table 8.4  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Member States adopt General Assembly resolution 73/242, deciding to convene the Fifth United Nations Conference on Least Developed Countries	Member States adopt General Assembly resolution 74/232, in which they call for the effective participation of all relevant stakeholders in the Conference	Multi-stakeholder partners participated in the preparatory meetings for the Conference	Adoption of a new action-oriented programme of action for the least developed countries that reflects the views of all stakeholders	Member States implement effective partnerships with various stakeholders

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

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

### **Result 3: accelerated progress towards sustainable development through the implementation of a new programme of action for least developed countries**

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

8.43 Before the COVID-19 pandemic, least developed countries had been making some progress in implementing the priority areas of the Istanbul Programme of Action, which has since been jeopardized. Multiple crises remain prevalent among them and risk derailing progress towards sustainable development with high and recently increasing poverty and gender inequality.

8.44 COVID-19 has also significantly affected productive capacity and trade and reduced gross domestic product growth. Together with the widening fiscal deficit and the drop of foreign direct investments and remittances in most of the least developed countries, as well as resulting unsustainable debt levels, it is expected that the effects of COVID-19 will jeopardize progress towards sustainable development for years to come.

8.45 COVID-19 also exacerbated the serious capacity and institutional constraints many of the Governments of the least developed countries were facing to integrate the Istanbul Programme of Action and other internationally agreed development goals into their national planning and budget systems.

8.46 The subprogramme has engaged with Member States and relevant stakeholders, including the United Nations system, to prepare for the Fifth United Nations Conference on Least Developed Countries, which is expected to agree on an ambitious programme of action supporting least developed countries in their efforts to embark on building back better and increase resilience towards future shocks.

#### *Lessons learned and planned change*

8.47 The lesson for the subprogramme was that, according to a report on United Nations system support to the least developed countries, enhanced coherence and prioritization could help the United Nations being more effective on the ground. It recommends that special needs of least developed countries should be mainstreamed into strategic plans and integrated into the annual work programmes of the United Nations system and other international organizations, in accordance with their respective mandates. In applying the lesson, the subprogramme will intensify its collaboration with other United Nations entities. The subprogramme will support the Secretary-General in convening a United Nations system high-level event during the conference, with a view to ensuring the full mobilization of the United Nations system in support of the least developed countries. The subprogramme will also focus its efforts on enhancing coordination of the system support for the least developed countries, including prioritization of the least developed countries in programmes of work and enhanced technical support to overcome their challenges in implementing the new programme of action for least developed countries to be adopted as an outcome of the Conference on Least Developed Countries. A specific focus will be on gender mainstreaming as one of the core enablers of sustainable development.

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

8.48 This work is expected to contribute to the objective, as demonstrated by 10 least developed countries mainstreaming the new programme of action into their development plans with support from the United Nations system. The mainstreaming is expected to strengthen policies to eradicate poverty and accelerate structural transformation (see table 8.5).

Table 8.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Inter-agency meetings held to mobilize United Nations agencies to support implementation of the Istanbul Programme of Action and the preparations of the Fifth United Nations Conference on Least Developed Countries	Report on United Nations support to least developed countries published, recommending mainstreaming and prioritization of such support	Contributions of United Nations agencies in preparatory process for the Fifth United Nations Conference on Least Developed Countries, analysing challenges and making commitments for enhanced support to least developed countries	Ten least developed countries mainstreaming the new programme of action into their development plans with support from the United Nations system

## Legislative mandates

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

### General Assembly resolution

74/232 Follow-up to the Fourth United Nations Conference on the Least Developed Countries

### Economic and Social Council resolution

2020/16 Programme of Action for the Least Developed Countries for the Decade 2011–2020

## Deliverables

8.50 Table 8.6 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 8.6  
Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>1</b>	<b>10</b>	<b>7</b>
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	1	1	1
2. Official documents for the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	3	–	3	–

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
3. Official documents for the Fifth United Nations Conference on the Least Developed Countries	–	–	6	6
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>58</b>	<b>41</b>	<b>71</b>	<b>59</b>
4. Meetings of the General Assembly	13	10	13	13
5. Meetings of the Economic and Social Council, including on the implementation of the Programme of Action for the least developed countries and the high-level political forum on sustainable development	10	10	10	10
6. Regional review meetings on the Programme of Action for the Least Developed Countries	4	–	2	–
7. Annual ministerial meetings of the least developed countries and related consultations	5	5	5	5
8. Meetings of ad hoc expert groups on the implementation of the Programme of Action for the Least Developed Countries and related priority topics thereof	3	3	3	3
9. Meetings of the Group of Least Developed Countries	10	10	10	10
10. Meeting of the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	8	–	10	–
11. Pre-conference events for the Fifth United Nations Conference on the Least Developed Countries	5	3	–	–
12. Meetings of the Fifth United Nations Conference on the Least Developed Countries	–	–	18	18
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>5</b>	<b>6</b>	<b>8</b>
13. Workshops for national focal points of least developed countries, ministerial meeting and round-table discussions on the implementation of the Programme of Action for the Least Developed Countries	4	3	4	6
14. Forums for main stakeholders on partnerships for least developed countries	2	2	2	2
<b>Technical materials</b> (number of materials)	<b>13</b>	<b>11</b>	<b>8</b>	<b>14</b>
15. Report on the state of the least developed countries	1	–	1	1
16. Reports on the implementation of the Programme of Action for the Least Developed Countries and synergies with the Sustainable Development Goals and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development	3	2	3	–
17. Report on the preparations of the Fifth United Nations Conference on the Least Developed Countries	1	1	–	–
18. Report on progress towards the graduation of the least developed countries (electronic)	–	–	–	1
19. Reports on the implementation of specific areas of the new programme of action for the least developed countries	–	–	–	4
20. Thematic think pieces and background notes on key issues relating to the least developed countries (electronic)	8	8	4	8

**C. Substantive deliverables**

**Consultation, advice and advocacy:** provision of substantive support to the Group of Least Developed Countries; briefing of all Member States on the work of the Office of the High Representative and of the Technology Bank for the Least Developed Countries; advice on the implementation of the Programme of Action for the Least Developed Countries; provision of substantive advice for the meetings of the High-Level Committee on Programmes and the United Nations System Chief Executives Board for Coordination; support the work of the Broadband Commission and participation in meetings to advocate for support towards the least developed countries.

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:** promotional materials on the global outreach campaign raising awareness of and accountability of Member States and other stakeholders towards the Programme of Action arising from the Fifth United Nations Conference on the Least Developed Countries; communications campaigns on upcoming graduations, advocating for enhanced smooth transition measures.

**External and media relations:** press releases and press conferences on issues relating to the least developed countries; editorial opinions (op-eds) ensuring that least developed countries issues are at the forefront of international development discourse.

**Digital platforms and multimedia content:** online information on issues relating to the least developed countries; information campaign (including videos, infographics and other social media material) on progress achieved in the Programme of Action for Least Developed Countries; and a web page on the Fifth United Nations Conference on the Least Developed Countries, providing information on its outcome for all Member States and other relevant stakeholders.

## Subprogramme 2 Landlocked developing countries

### Objective

8.51 The objective, to which this subprogramme contributes, is to strengthen policies and capacities to improve the connectivity of landlocked developing countries, with the aim of supporting their sustainable development, reduce their trade transaction costs, increase their regional cooperation and increase their regional, subregional and global trade and strengthen their institutions and social and environmental protection; and to increase structural transformation in landlocked developing countries for sustainable development.

### Strategy

8.52 To contribute to the objective, the subprogramme will continue to provide support to Member States in their intergovernmental processes, including extending evidence-based substantive support to landlocked developing countries in the context of their group meetings, in line with the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the 2030 Agenda, the Agenda 2063: The Africa We Want and the Paris Agreement. The subprogramme will also undertake analytical work related to the priorities of the Vienna Programme of Action, the outcome of which will inform both the backstopping support, as well as capacity-building and advocacy activities. Furthermore, the subprogramme will organize capacity-building activities, facilitate the exchange of experiences and peer learning among landlocked developing countries and transit developing countries on the priorities for action of the Vienna Programme of Action. The subprogramme will also continue its advocacy activities for enhanced international support towards the implementation of the Vienna Programme of Action and of the Political Declaration of its High-level Midterm Review and of the 2030 Agenda. The subprogramme will also coordinate and monitor the effective implementation of the road map for accelerated implementation of the Vienna Programme of Action.

8.53 The subprogramme will also continue to provide substantive support to landlocked developing countries, including through analytical reports and workshops, to facilitate interaction with relevant international organizations and the private sector, to encourage experience-sharing and peer learning among Member States and to strengthen inter-agency coordination and the coherence of implementation at the national, regional and global levels and the effective implementation of the road map.



8.54 The subprogramme plans to support Member States on issues related to COVID-19 by undertaking analytical work on the impact of COVID-19 on landlocked developing countries, integrating COVID-19 in the work addressing the priority areas of the Vienna Programme of Action, promoting sharing experiences between landlocked developing countries, as well as advocating for enhanced support towards recovery.

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

(a) Increased support towards landlocked developing countries from the international community, including the United Nations system, to address the needs and challenges arising from landlockedness;

(b) Increased adoption by landlocked developing countries of initiatives to enhance transit and trade facilitation;

(c) Enhanced capacity of landlocked developing countries to devise and formulate policies that promote structural changes in their economies.

8.56 The planned support on issues related to COVID-19 is expected to result in enhanced capacity of landlocked developing countries to formulate policies that foster recovery and build their resilience.

## **Programme performance in 2020**

8.57 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 transit and trade to landlocked developing countries during COVID-19**

8.58 The introduction of cross-border restrictions aimed at combating the spread of COVID-19 by neighbouring countries affected the smooth flow of imported essential goods and services to landlocked developing countries, including medical and pharmaceutical products and food. In response, the subprogramme enhanced its advocacy activities calling on transit developing countries and landlocked developing countries to keep borders open, facilitate transit and increase transparency on trade related measures introduced during the COVID-19 pandemic.

8.59 The subprogramme coordinated the preparation of a joint United Nations call for smooth transit and transport facilitation to and from landlocked developing countries and a joint statement with the World Customs Organization on facilitating trade and transit during the COVID-19 pandemic. The subprogramme also provided substantive support in drafting the landlocked developing countries call for action on COVID-19, as well as the outcome of the annual ministerial meeting of landlocked developing countries. The statements and outcome of the ministerial meeting encouraged landlocked developing countries and transit countries to keep cross-border transport networks for goods and supply chains open, while protecting the safety of transport workers and citizens, and called on governments and border and customs agencies to work together to simplify, facilitate and fast-track clearance of critical medical equipment and basic goods such as food to landlocked developing countries. The subprogramme advocated for enhanced cross-border collaboration and strengthening of regional cooperation between landlocked developing countries and transit countries during the COVID-19 pandemic.

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

8.60 The above-mentioned work contributed to the objective, as demonstrated by two Member States adopting initiatives to facilitating trade and transit during COVID-19 (see table 8.7). For example, Nepal's customs formed a quick response team to ensure that essential goods were cleared within two hours and Bhutan implemented zero contact clearance procedures and release consignments with minimal interference.

Table 8.7  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Two Member States adopted initiatives to facilitating trade and transit during COVID-19

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

8.61 Owing to the impact of COVID-19 during 2020, the subprogramme postponed the delivery of training aimed at building the capacity of the landlocked developing countries to prepare bankable infrastructure projects for improving transport connectivity for landlocked developing countries under the technical cooperation project on the strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development. These changes resulted in a delay in landlocked developing countries accessing financing for infrastructure development.

8.62 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. The subprogramme provided substantive support to landlocked developing countries on consultations on their group position on COVID-19, and also supported their bureau and ambassadorial meetings. The subprogramme also coordinated the preparation of a joint United Nations call for smooth transit and transport facilitation to and from landlocked developing countries that included the United Nations Conference on Trade and Development, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Africa, the Economic Commission for Latin America and the Caribbean and the Economic Commission for Europe. The subprogramme also prepared a joint statement with the World Customs Organization on facilitating trade and transit during the COVID-19 pandemic. The pandemic led to the virtual organization of the Inter-Agency Consultative Group Meetings on the preparation of the road map for accelerated implementation of the Vienna Programme of Action which was adopted at the ministerial meeting of landlocked developing countries. The subprogramme prepared an analysis on the effects of the COVID-19 pandemic that was included in the report of the Secretary-General on the implementation of the Vienna Programme of Action ([A/75/285](#)). The subprogramme also held several events virtually and integrated the focus on COVID-19 at those events. The new and modified deliverables contributed to results in 2020, as specified in the result 1 below.

## Planned results for 2022

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

### **Result 1: accelerating the connectivity of landlocked developing countries<sup>3</sup>**

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

8.64 The subprogramme has continued its work related to supporting landlocked developing countries and transit countries to improve connectivity and trade facilitation. The subprogramme had to adjust its planned activities and support in the light of the outbreak of the COVID-19 pandemic. Instead of planned capacity-building activities for landlocked developing countries and transit countries, the subprogramme focused on facilitating sharing experiences on effective solutions to enhance connectivity of landlocked developing countries and on the adoption and implementation of simplified and harmonized international trade procedures. Furthermore, the subprogramme used its advocacy and coordination role to promote international action to ensure smooth transit and transport facilitation to and from landlocked developing countries in the light of the measures taken to contain the spread of COVID-19.

8.65 The above-mentioned work contributed to the adoption and implementation of simplified and harmonized international trade procedures by two landlocked developing countries, which partially met the planned target of at least two landlocked developing countries having prepared bankable road infrastructure projects that are ready for investment and adopting and implementing simplified and harmonized international trade procedures reflected in the proposed programme budget for 2020. The COVID-19 pandemic resulted in challenges in planning and providing the capacity-building activities for landlocked developing countries and transit countries towards developing bankable road infrastructure projects. Despite those challenges, Turkmenistan ratified six international agreements and protocols regulating international transport in Eurasia and Lao People's Democratic Republic deposited its instrument of ratification of Intergovernmental Agreement on Dry Ports.

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

8.66 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 undertake capacity-building activities, in cooperation with other United Nations entities, regional and international organizations, to scale up best practices in developing bankable infrastructure projects and corridor development and other solutions to increase the connectivity of landlocked developing countries. The expected progress is presented in the performance measure below (see table 8.8).

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 10)).

Table 8.8  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Landlocked developing countries have indicated an interest in capacity-building on developing bankable infrastructure projects and on the adoption and implementation of simplified and harmonized international trade procedures	Landlocked developing countries undertake capacity-building, on the development of bankable infrastructure projects and on the adoption and implementation of simplified and harmonized international trade procedures	Two landlocked developing countries have adopted and implemented simplified and harmonized international trade procedures	At least two tangible initiatives on transit, trade facilitation, corridor development and structural economic transformation are implemented by landlocked developing countries and transit countries	At least two landlocked developing countries have prepared bankable infrastructure projects that are ready for investment or implemented other transit and trade facilitation solutions to increase connectivity

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

## Result 2: enhanced transit to facilitate greater trade potential for landlocked developing countries<sup>4</sup>

### Programme performance in 2020

8.67 The subprogramme prepared a report that raised awareness among landlocked developing countries on best practices to develop enabling instruments to support corridor functions and for infrastructure development, trade and transport facilitation. The subprogramme also coordinated the preparation of a joint United Nations call for smooth transit and trade and transport facilitation to and from landlocked developing countries during the COVID-19 pandemic. The subprogramme also prepared a report on improved transport connectivity to landlocked developing countries during the COVID-19 pandemic.

8.68 The above-mentioned work contributed to the adoption of General Assembly resolution [75/233](#) and the adoption of three tangible initiatives on transit, trade facilitation and structural economic transformation that are being implemented by landlocked developing countries and transit countries which met the planned target reflected in the programme budget for 2021. The initiatives include the digitalization of export procedures by Paraguay, in 2020, to facilitate the faster movement of goods; and some landlocked developing countries implemented measures to fast-track the clearance of goods, for example in Botswana and Eswatini.

### Proposed programme plan for 2022

8.69 The subprogramme will continue the work related to the planned result, in line with its mandate. contribute to further progress towards the objective, the subprogramme will be undertaking advocacy activities, substantive analytical work, and building capacity of landlocked developing countries on enhancing transit, transport connectivity and trade facilitation during the COVID-19 era. The expected progress is presented in the performance measure below (see table 8.9).

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

Table 8.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Member States express interest in addressing transit challenges and call for rapid ratification and implementation of the World Trade Organization Agreement on Trade Facilitation	Member States ratify the World Trade Organization Agreement on Trade Facilitation and call upon all members that have not yet done so to ratify the Agreement	<ul style="list-style-type: none"> <li>Member States adopt General Assembly resolution <a href="#">75/233</a></li> <li>Adoption of three tangible initiatives on transit, trade facilitation and structural economic transformation that are being implemented by landlocked developing countries and transit countries</li> </ul>	Member States adopt new initiatives to improve transit, trade facilitation and structural transformation	Increased number of Member States that report increased implementation of trade facilitation measures under the World Trade Organization Agreement on Trade Facilitation

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

### Result 3: better coordinated United Nations support to landlocked developed developing countries

#### Proposed programme plan for 2022

8.70 Building on the momentum created by the midterm review of the Vienna Programme of Action, landlocked developing countries requested the Secretary-General to develop a road map for the remaining five years of the Vienna Programme of Action to accelerate its implementation. The subprogramme led the coordination of the United Nations and other international organizations in the development of the road map in 2020. The road map identified initiatives that require dedicated and urgent focus, including transit, trade and transport facilitation; energy and ICT; structural transformation; cooperation between landlocked developing countries and transit countries; means of implementation, climate change, COVID-19 and gender equality.

#### *Lessons learned and planned change*

8.71 The lesson for the subprogramme was that the Office of the High Representative needed to step up its efforts to coordinate United Nations support for the Vienna Programme of Action so that landlocked developing countries can fully reap the benefits associated with increased coherence and synergies. In applying the lesson and in order to foster the impact of United Nations support to the landlocked developing countries, the subprogramme will work with other United Nations agencies to advance the road map for accelerated implementation of the Vienna Programme of Action. This will entail stronger engagement with the offices of resident coordinators, joint capacity-building activities, common advocacy awareness-raising campaigns and joint analytical and substantive products, which will inform policy making and inter-governmental outcomes. The subprogramme will

also partner with relevant organizations, including regional commissions, the United Nations Conference on Trade and Development, the World Trade Organization, the World Customs Organization, the World Bank and regional development banks, to facilitate coordinated and coherent implementation of the Vienna Programme of Action as well as to enhance monitoring and reporting of implementation of activities of the road map.

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

8.72 This work is expected to contribute to the objective, as demonstrated by the number of Member States who implement at least five new initiatives on transit, transport, trade facilitation, energy and ICT development, and structural economic transformation included in the road map (see table 8.10).

Table 8.10  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Member States call upon the United Nations system to provide support to accelerate the implementation of the Vienna Programme of Action (General Assembly resolution <a href="#">74/15</a> )	Member States request the Secretary-General to prepare a road map on coordinated United Nations support to the implementation of the Vienna Programme of Action	Member States implement at least two new initiatives included in the road map	Member States implement at least five new initiatives contained in the road map, including on transit, transport, trade facilitation, energy and ICT development, and structural economic transformation

## Legislative mandates

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

*General Assembly resolutions*

<a href="#">69/137</a>	Vienna Declaration and Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	<a href="#">74/15</a>	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development		
<a href="#">73/243</a> ; <a href="#">74/233</a> ; <a href="#">75/228</a>	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

## Deliverables

8.74 Table 8.11 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 8.11

**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Reports to the General Assembly, including on the implementation of the Vienna Programme of Action for landlocked developing countries for the Decade 2014–2024	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>35</b>	<b>38</b>	<b>35</b>	<b>39</b>
2. Formal meetings and informal consultations of the Second Committee of the General Assembly	13	14	13	15
3. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	2
4. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	10	10	10	10
5. Meetings of the Group of Landlocked Developing Countries	10	12	10	12
6. Expert group meeting on thematic issues (structural economic transformation, sustainable development, trade facilitation measures, COVID-19 and other relevant issues for landlocked developing countries)	–	–	–	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
7. Project on the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	1	1	1
8. Project on the enhancement of the role of the private sector in the implementation of the Vienna Programme of Action, trade facilitation and structural transformation	1	1	1	1
9. Project on the strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	1	–	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>3</b>	<b>2</b>	<b>4</b>	<b>7</b>
10. Round-table discussion on capacity-building	1	1	1	1
11. Workshop for national focal points of landlocked developing countries	–	–	–	1
12. Panel discussion on best practices	1	1	1	1
13. Events on capacity-building, best practices and thematic areas in line with the 2030 Agenda for Sustainable Development and other United Nations practices, including COVID-19, energy, ICT, infrastructure, Sustainable Development Goal 14, climate change and desertification	1	–	2	4
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
14. Reports on thematic issues and indicators of the Vienna Programme of Action and the 2030 Agenda for Sustainable Development	2	2	2	2
15. Reports on thematic development issues in landlocked developing countries	3	3	2	2

**C. Substantive deliverables**

**Consultation, advice and advocacy:** substantive support to the Group of Landlocked developing Countries; briefings to 32 landlocked developing countries, 34 transit countries and 28 development partners on the work of the Office of the High Representative; side events promoting the implementation of the 2030 Agenda for Sustainable Development and the Vienna Programme of Action; substantive advice to 32 United Nations country teams and other United Nations organizations to ensure synergy and coherence in the implementation and monitoring of, and follow-up to, the Vienna Programme of Action and the 2030 Agenda at the national and regional levels; and preparation of landlocked developing countries-specific inputs to United Nations system-wide monitoring and follow-up frameworks for the 2030 Agenda.

**Databases and substantive digital materials:** database of indicators for landlocked developing countries.

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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**D. Communication deliverables**

**Outreach programmes, special events and information materials:** promotional materials on the global outreach campaign for landlocked developing countries.

**External and media relations:** press releases and press conferences on issues relating to landlocked developing countries.

**Digital platforms and multimedia content:** updating and maintenance of online information on issues relating to landlocked developing countries; and maintenance of the subprogramme's web pages.

## Subprogramme 3

### Small island developing States

#### Objective

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

#### Strategy

8.76 To contribute to the objective, the subprogramme will advocate for the special case of small island developing States in achieving sustainable development; mobilize increased resources for those States in priority areas; provide more structured support for the facilitation of collaborative partnerships, especially between those States and the private sector; strengthen coherence and coordination at the national, regional and global levels, including by providing more structured support to the small island developing States national focal points network; and increase coordination between United Nations entities supporting those States.

8.77 The subprogramme plans to support Member States on issues related to COVID-19 by integrating COVID-19 recovery into the work on the implementation of the Samoa Pathway, facilitating the sharing of experiences between small island developing States, advocating for enhanced support and increased resources in addressing the impact of COVID-19, and ensuring the coherence of the support provided by the United Nations system for recovery efforts at the national, regional and global levels.

8.78 The above-mentioned work is expected to result in strengthened international support measures aimed at enabling small island developing States to implement the Samoa Pathway, the Paris Agreement and other priorities of those States for sustainable development.

8.79 The planned support on issues related to COVID-19 is expected to result in enhanced access to finance for small island developing States through the strengthening and development of tailored policy tools.

#### Programme performance in 2020

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



### **Improved access for small island developing States to regional and global platforms for coordinated support**

8.81 The United Nations prepared a comprehensive response to COVID-19 and its impacts, which included a coordinated health response, and addressed the socioeconomic aspects of the crisis. The subprogramme organized virtual regional meetings with national focal points of small island developing States to share experiences and best practices on the response to the COVID-19 pandemic and on mainstreaming the Samoa Pathway and the Sustainable Development Goals into national development processes, in line with the principle of building back better. During the meetings, participants from the Pacific and the Caribbean discussed the COVID-19 response frameworks of the United Nations in their respective regions and identified ways to improve access to regional and global platforms for coordinated technical support and financial and other resources, with a focus on, among other things, health, climate change, disaster risk reduction, reducing unemployment and promoting gender equality and the empowerment of women and girls. The 2020 meeting of national focal points from countries in the Atlantic, Indian Ocean and South China Sea region benefited from these discussions and allowed for the exploration of ways to create or enhance access to regional platforms for the United Nations COVID-19 response. The meeting served to lay the foundation for strengthened coordination in the Atlantic, Indian Ocean and South China Sea region, which lacks a single coordinating mechanism.

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

8.82 The above-mentioned work contributed to the objective, as demonstrated by the fact that all 38 small island developing States benefited from the United Nations response to COVID-19 at the regional and global levels, including technical support and financial resources (see table 8.12).

Table 8.12  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
The small island developing States national focal points network is established and inaugurated on the margins of the interregional preparatory meeting for the midterm review of the Samoa Pathway	The small island developing States national focal points network holds its second meeting, which adopts its terms of reference	All 38 small island developing States benefit from the United Nations response to COVID-19 at the regional and global levels, including technical support and financial resources

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

8.83 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to the meetings of small island developing States national focal points and the Small Island Developing States Global Business Network Forum. For the small island developing States national focal points, the subprogramme organized three separate virtual meetings, by region – the Pacific region, the Caribbean region and the Atlantic, Indian Ocean and South China Sea region – instead of its usual practice of holding one meeting with all national focal points, owing to the significant time differences between the regions. The fact that separate meetings were held meant that harmonization of multi-regional issues was limited, and discussions on business network opportunities diverged widely. The Forum was divided into two parts, with thematic webinars held in 2020 and an in-person session planned for 2021. These

changes had an impact on programme performance in 2020, as specified under result 1 below.

8.84 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. The subprogramme focused on the preparation of a report on development finance in small island developing States, in which account was taken of the impact of COVID-19 and the need for increased support for small island developing States. The report was a more immediate priority for the small island developing States than the other technical materials planned, and it informed their engagement in the Financing for Development in the Era of COVID-19 and Beyond process. The publication of the other technical materials was postponed to 2021. The subprogramme also convened or supported meetings of the small island developing States national focal points, the Inter-agency Consultative Group on Small Island Developing States and the Steering Committee on Partnerships for Small Island Developing States, and held consultations on the multi-country office review, all including a focus on COVID-19 response and recovery in small island developing States. The meetings served to facilitate a more coherent, tailored and effective United Nations system response in small island developing States. The subprogramme also held several events virtually and integrated the focus on COVID-19 in them. They included a meeting on debt risks in small island developing States on the margins of the Financing for Development in the Era of COVID-19 and Beyond process, which allowed for the development and consideration of responses and pathways to recovery specific to small island developing States. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: strengthened private sector engagement on oceans<sup>5</sup>**

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

8.86 The subprogramme, in partnership with the World Ocean Council, convened a preparatory webinar for the Small Island Developing States Global Business Network Forum in November 2020 to enhance the private sector network and expertise of the Small Island Developing States Global Business Network and the Small Island Developing States Partnership Framework, insofar as they relate to oceans, in support of small island developing States. Furthermore, the subprogramme partnered with small island developing States on activities to increase the engagement of the private sector in the area of oceans, including in the context of the Small Island Developing States Partnership Framework.

8.87 The above-mentioned work contributed to 5 new Small Island Developing States Global Business Network ocean-related partnerships, which did not meet the planned target of 10 new partnerships reflected in the proposed programme budget for 2020. The planned target for 2020 could not be met owing to the impact of COVID-19, which included the postponement of the United Nations Conference to Support the Implementation of Sustainable Development Goal 14, the “Our Ocean” Conference and the in-person Small Island Developing States Global Business Network Forum.

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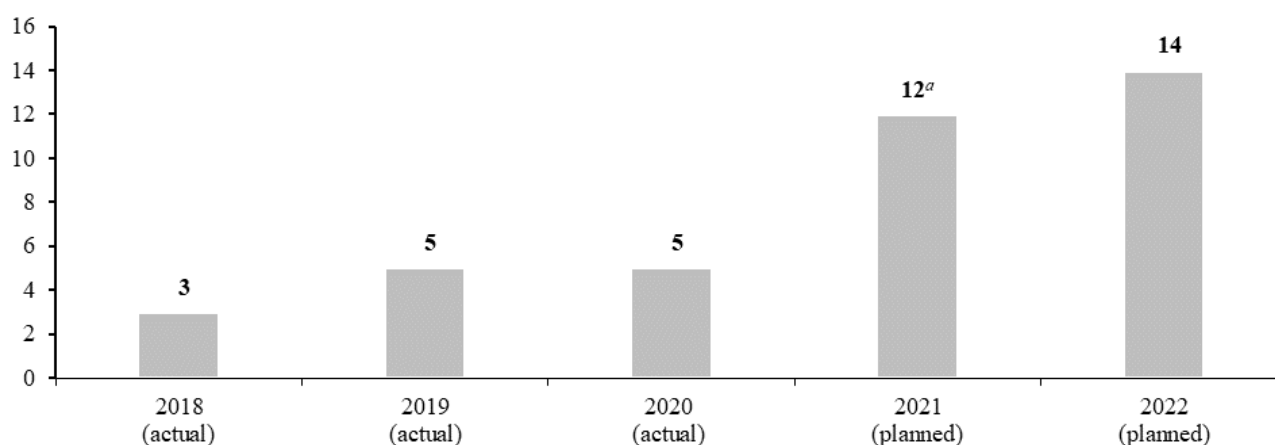
<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 10)).

As a result, there were limited opportunities to network and engage the private sector in the establishment of the ocean-related partnerships envisaged for this period.

### Proposed programme plan for 2022

8.88 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will implement a road map of activities related to the Small Island Developing States Global Business Network in 2022, with the aim of facilitating the establishment of more private sector partnerships with small island developing States to support the achievement of Sustainable Development Goal 14. The expected progress is presented in the performance measure below (see the figure below).

### Performance measure: total number of Small Island Developing States Global Business Network ocean-related partnerships (cumulative)



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

## Result 2: enhanced coordination and coherence of the United Nations system to support the implementation of the Samoa Pathway<sup>6</sup>

### Programme performance in 2020

8.89 The subprogramme has facilitated intergovernmental consultations to inform the final recommendations of the Secretary-General on the implementation of the multi-country office review, including a focus on the United Nations COVID-19 response framework in small island developing States.

8.90 The above-mentioned work contributed to the adoption of General Assembly resolution [74/297](#), which met the planned target of Member States agreeing to enhanced United Nations support with enhanced alignment with national priorities and the Samoa Pathway through the implementation of the multi-country office review, reflected in the programme budget for 2021.

### Proposed programme plan for 2022

8.91 The subprogramme will continue the work related to the planned result, as outlined in General Assembly resolution [74/297](#), and in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue

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

to facilitate transparent and inclusive consultations with all countries concerned throughout and after the implementation phase, for regular monitoring, reporting and follow-up with regard to the multi-country office review. The expected progress is presented in the performance measure below (see table 8.13).

Table 8.13

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Stakeholders participate in the regional and interregional preparatory meetings for the midterm review of the Samoa Pathway, calling for, inter alia, increased coordination among the national, regional and global levels to address issues relating to small island developing States	Small island developing States strongly express a need for more targeted support in the context of the midterm review of the Samoa Pathway	Adoption of General Assembly resolution <a href="#">74/297</a>	Increased number of small island developing States that have communicated the establishment or operationalization of an integrated policy, strategy or plan related to climate change, climate resilience and greenhouse gas emissions	Small island developing States review the implementation of the multi-country office review, with a view to further enhancing tailored United Nations support, including strengthened policy support related to climate change, climate resilience and greenhouse gas emissions

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

### **Result 3: enhanced access to finance for small island developing States through the strengthening and development of policy tools**

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

8.92 The need for enhanced access for small island developing States to concessional financing has been widely recognized as necessary to achieve the 2030 Agenda. In the political declaration of the high-level midterm review of the Samoa Pathway, adopted in 2019, Heads of State and Government, Ministers and High Representatives recognized the need to devise methodologies to better account for the complex and diverse realities of middle-income countries. Furthermore, they noted the need to analyse possible measures to expand eligibility for finance through exceptions and multidimensional assessments. In 2020, in the context of the Financing for Development in the Era of COVID-19 and Beyond process, small island developing States reiterated the need for policy tools to improve their access to the financing necessary to address a growing liquidity and debt crisis. In December 2020, the General Assembly adopted resolution [75/215](#), in which it called upon the Secretary-General to provide recommendations on the development of a multidimensional vulnerability index for small island developing States, including on its potential finalization and use.

#### *Lessons learned and planned change*

8.93 The lesson for the subprogramme was that fragmented initiatives to address extreme shocks such as those caused by the COVID-19 pandemic can preclude the

delivery of focused and workable solutions for small island developing States in regard to gaining access to financing, largely owing to their middle- and high-income status. Targeted, more flexible measures that take full account of the unique and evolving circumstances of small island developing States are needed to help them to better respond to the multiple crises that they face. In applying the lesson, the subprogramme will, starting in 2021, coordinate the work of the United Nations on responding to the mandate to provide concrete recommendations on the development of a multidimensional vulnerability index. Such an index could potentially inform the modalities for the delivery of targeted development finance, technical assistance and other international support measures to small island developing States, with a view to enabling them to better withstand extreme shocks, such as pandemics, and build sustainable economic, social and environmental resilience. Continuing in 2022, the subprogramme will advocate for more widespread adoption and use of improved measures in favour of small island developing States in relevant forums, thereby allowing for quantifiable benefits for small island developing States.

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

8.94 This work is expected to contribute to the objective, as demonstrated by strengthened international support measures to enable small island developing States to better withstand extreme shocks and build sustainable economic, social and environmental resilience (see table 8.14).

Table 8.14

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	In the political declaration of the midterm review of the Samoa Pathway, the need to devise methodologies to better account for the complex and diverse realities of small island developing States was recognized	The General Assembly adopted resolution <a href="#">75/215</a> , in which it called upon the Secretary-General to provide recommendations on the development of a multidimensional vulnerability index for small island developing States, including on its potential finalization and use	The General Assembly considers the recommendations on a multidimensional vulnerability index to be provided by the Secretary-General in his report on the implementation of resolution <a href="#">75/215</a>	Strengthened international support measures to enable small island developing States to better withstand extreme shocks and build sustainable economic, social and environmental resilience

**Legislative mandates**

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

*General Assembly resolutions*

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	73/228; 74/217; 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
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/3	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
72/307	Modalities for the high-level review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway		

**Deliverables**

8.96 Table 8.15 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 8.15

**Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>11</b>	<b>9</b>	<b>9</b>
1. Meetings and consultations of the Second Committee of the General Assembly	2	6	3	3
2. Meetings and consultations of the high-level political forum on sustainable development of the Economic and Social Council	2	4	2	2
3. Meetings of the group of small island developing States	1	1	2	2
4. Expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	–	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>–</b>	<b>–</b>	<b>1</b>	<b>1</b>
5. Project on strengthening the capacity of small island developing States to attract climate finance from the private sector	–	–	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>9</b>	<b>9</b>	<b>14</b>	<b>15</b>
6. Seminar on the support from development partners to small island developing States for the implementation of the Sustainable Development Goals and the SIDS Accelerated Modalities of Action (SAMOA) Pathway	2	1	2	2
7. Seminar or event in support of the Alliance of Small Island States related to the implementation of the Samoa Pathway and the 2030 Agenda for Sustainable Development	1	–	2	2
8. Seminar with the small island developing States national focal points on the coordination of efforts to achieve and monitor the implementation of the Samoa Pathway and the 2030 Agenda	1	3	4	4

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
9. Seminar on how the United Nations system and other international intergovernmental institutions, including regional intergovernmental organizations of which the small island developing States are members, can strengthen collaboration through joint efforts and activities	2	—	3	3
10. Seminar on private sector involvement in supporting implementation of the Samoa Pathway	1	3	1	2
11. Seminar on the access of small island developing States to climate change-related finance for development objectives	2	2	2	2
<b>Publications</b> (number of publications)	—	<b>4</b>	—	<b>1</b>
12. Report on development finance in small island developing States	—	1	—	—
13. Report of the expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	—	3	—	1
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>1</b>	<b>10</b>	<b>14</b>
14. Information on implementing the Samoa Pathway, the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	2	—	2	2
15. International support provided to small island developing States for the implementation of the Sustainable Development Goals and the Samoa Pathway (print and electronic)	1	1	2	2
16. Assessment studies invited by the General Assembly and subsidiary bodies on matters relating to the financing, implementation and monitoring of the Samoa Pathway and the 2030 Agenda in small island developing States (electronic)	—	—	2	2
17. Thematic think pieces and background notes on issues relevant to the implementation of the 2030 Agenda in small island developing States (electronic)	1	—	2	6
18. Report on the expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	—	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> substantive events to provide support to 38 small island developing States and 3 regional and 5 global entities; briefings to 38 Member States on the work of the Office; advocacy in appropriate forums for the special case of small island developing States in achieving sustainable development.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> campaigns on matters relating to small island developing States and sustainable development, including dissemination of materials for advocacy for the special case of small island developing States in achieving sustainable development.				
<b>External and media relations:</b> press releases and press appearances on issues relating to small island developing States, as well as ongoing engagement with journalists in small island developing States on relevant United Nations processes and activities.				
<b>Digital platforms and multimedia content:</b> updating and maintenance of online information on issues relating to small island developing States and maintenance of the subprogramme's web pages, including, specifically, support for the preparatory processes for the fourth International Conference on Small Island Developing States.				

## **Programme 9**

### **United Nations system support for the African Union's Agenda 2063: The Africa We Want – strategic partnership for progress towards implementation**

#### **Commitment to the subsequent implementation plans of Agenda 2063**

#### **Overall orientation**

##### **Mandates and background**

9.1 The Office of the Special Adviser on Africa is responsible for ensuring a coherent and integrated approach for United Nations support for Africa and addressing the gaps; following up on the implementation of all relevant global summit and conference outcomes of the United Nations related to Africa; coordinating and guiding the preparation of Africa-related reports and inputs; initiating reports on critical issues affecting Africa; monitoring the implementation of commitments made towards Africa's development, and coordinating global advocacy in support of the New Partnership for Africa's Development, currently subsumed in Agenda 2063: The Africa We Want. The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States. Fostering regional integration and promoting international cooperation for Africa's development, ECA is mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. To enhance its impact, ECA places a special focus on collecting up-to-date and original regional statistics in order to ground its policy research and advocacy on clear objective evidence; promoting policy consensus; providing meaningful capacity development; and providing advisory services in key thematic fields. The Department of Global Communications raises international awareness of the economic, political and social situation in Africa, as well as of the efforts made by Africa, the United Nations and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development (NEPAD) and the achievement of the Sustainable Development Goals. The mandates of the Office of the Special Adviser, ECA and the Department of Global Communications derive from the priorities established in relevant resolutions and decisions, including General Assembly resolutions [32/197](#), [57/7](#), [57/300](#), [61/296](#) and [66/293](#) and Economic and Social Council resolutions [671 \(XXV\) A](#) and 1998/46.

9.2 In view of the impact of the coronavirus disease (COVID-19) pandemic on health systems, social protection structures, employment, education and other areas critical for Africa's development, there is a critical need for enhanced coordination and advocacy efforts in order to ensure that the planning and implementation of programmes and projects to address the impact of COVID-19 are aligned with Agenda 2063 and with the priorities established by the African Union and African countries for a strong recovery. Despite the challenges, the COVID-19 pandemic provides an opportunity to build forward and build better and accelerate the implementation of the 2030 Agenda during the decade of action. This will require strong analytical and monitoring capacities that can sharply focus on identifying key policies and programmes with a multiplying effect that contribute decisively to Africa's development.



## Strategy and external factors for 2022

9.3 The COVID-19 pandemic has demonstrated that no country is ready to overcome the challenges of the future on its own. It has created an opportunity to promote a change of paradigm in the international multilateral system, an opportunity that is particularly relevant for Africa. To this end, a new narrative is needed, a narrative that reflects and strengthens Africa's role as a key stakeholder and vital player in the global arena, with its success stories and best practices to share. A narrative that brings to the global debate issues that are key for Africa's development, such as illicit financial flows, industrialization, trade, agricultural self-sufficiency, jobs, digital economy, education and youth. A narrative of Africa and from Africa, to be fully embraced within the United Nations and beyond. The strategy of the programme is aimed at promoting this new narrative.

9.4 The implementation of the programme's strategy will be guided by the vision of an international system working coherently to support Africa to progressively fulfil its potential as a continent of hope, opportunities and prosperity. In order to transform this vision into a reality, the programme has a strategic mission: to advocate for Africa at the global and regional levels by mobilizing the United Nations system, African Member States, international partners, civil society and the private sector around the transformative vision of the African Union in support of the joint implementation of the 2030 Agenda and Agenda 2063 on the continent, building on strong partnerships, innovation and strategic foresight.

9.5 In order to fulfil this mission, the Office of the Special Adviser on Africa, ECA and the Department of Global Communications will promote, within the United Nations, a positive and realistic discourse about Africa by, among other things, managing data and knowledge, disseminating parliamentary and flagship reports, policy briefs, fact sheets, speeches and other documents produced by the Secretariat; organizing major events and programmes to highlight African priorities and increase awareness about, and respect for, key African institutions, initiatives and frameworks. Beyond the United Nations, the voice of the Special Adviser on Africa will be leveraged as a tool to challenge outdated, often distorted and stereotypical views about the continent and help reshape the narrative towards a more balanced perspective that reflects the African reality and serves as an agent of positive change.

9.6 The three entities will promote this new narrative through coordinated and complementary action in policy analysis, research and development; advocacy; communications; global and regional coordination; monitoring and evaluation, and support for Member States. A strategic agenda has been developed in consultation with the African Group and other stakeholders to guide the programme activities around six cluster areas identified as key for Africa's development owing to their multiplying impact: financing for development; achieving sustainable development to deliver durable peace; governance, resilience and human capital; science, technology and innovation; and industrialization, the demographic dividend and trade, with a focus on the African Continental Free Trade Area; and sustainable energy and climate change. Taking into account the crucial role of the African youth for the continent's development, special focus will be given to promoting youth-focused policies and proposals under each cluster area and, particularly, when addressing human capital and the demographic dividend.

9.7 For 2022, the planned deliverables and activities of the Office of the Special Adviser on Africa, ECA and the Department of Global Communications reflect the known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include enhanced coordination efforts to ensure a coherent and integrated response by the United

Nations system; policy briefs and analysis, external communication and advocacy. Specific examples of such planned deliverables and activities are provided under all three subprogrammes. 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 three subprogrammes.

9.8 With regard to cooperation with stakeholders and other entities at the global, regional, national and local levels, the three entities that implement the programme will continue to work closely with African Member States and African Union institutions as their main partners, in particular with the African Union Commission, the African Union Development Agency-NEPAD, the regional economic communities, the African Peer Review Mechanism Secretariat and the African Capacity Building Foundation, among others. In addition, the Office of the Special Adviser on Africa, ECA and the Department of Global Communications will continue to promote partnerships with an array of Member States, international organizations, civil society, the private sector, academia, think tanks, the African diaspora and other external stakeholders to enhance common approaches and synergies in their efforts to support Africa's development in the key areas identified in the programme's strategy. The Office of the Special Adviser on Africa will lead cooperation efforts at the global level under subprogramme 1, while ECA will lead cooperation at the regional, national and local levels under subprogramme 2.

9.9 With regard to inter-agency coordination and liaison, the interdepartmental task force on African affairs will continue to be strengthened as a key forum for consultation, strategic coordination and coherence among United Nations entities across all pillars of their work on Africa. The task force plays an important role in supporting the Secretary-General's and the system's engagement with Africa. The Office of the Special Adviser on Africa, as the task force secretariat, has taken renewed steps, working with member entities of the task force, to organize its work of the task force in a more systematic, structured and impactful manner, and to avoid duplications with other existing coordination mechanisms. In particular, the Office of the Special Adviser on Africa and ECA are working closely with the United Nations Development Programme (UNDP) and the resident coordinator system to ensure complementarity between the strategic coordination promoted through the task force and the operational coordination at the regional and national level promoted through the Regional Collaborative Platform for Africa and the United Nations country teams. The Office of the Special Adviser on Africa and the United Nations Office to the African Union are also coordinating their activities so that there is no overlap between their efforts.

9.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) African countries significantly realign their priorities towards building forward and building better;
- (b) International partners continue to support Africa's sustainable development through financial contributions, technical support and the adoption of policy frameworks that support African ownership and empowerment;
- (c) The partnership between the United Nations and the African Union is further strengthened through the continued implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and the African Union-United Nations Framework on Human Rights;

(d) International organizations and partners are committed to the implementation of multi-stakeholder projects and programmes in support of the implementation of the 2030 Agenda, Agenda 2063, NEPAD and the priorities of the African Union and African countries;

(e) United Nations entities actively engage in the revitalized interdepartmental task force on African affairs;

(f) Member States actively participate in the Africa Dialogue Series and other policy development and advocacy activities;

(g) External stakeholders and potential partners, including media organizations, academic institutions, civil society organizations and creative communities, continue to engage with the programme priorities.

9.11 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further 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.

9.12 The Office of the Special Adviser on Africa, ECA and the Department of Global Communications integrate a gender perspective in their programmatic activities, deliverables and results, as appropriate. For example, the Office of the Special Adviser on Africa incorporates a gender perspective in all the analytical and policy documents it produces, with a particular focus on the relevance of peace, security and development issues for women and girls' empowerment and, as part of its advocacy activities, it organizes specific events focusing on the realization of human rights for women and the challenges that women face in their efforts to promote their countries' inclusive sustainable development. The Office also actively participates in and co-organizes side events on gender equality and women's empowerment issues with its strategic partners during the annual sessions of the Commission on the Status of Women held at Headquarters. Under subprogramme 2, a gender perspective will continue to be mainstreamed across the subprogramme's activities in respect of the development and delivery of United Nations support for the implementation of the priorities of the African Union and the African Union Development Agency, including the push for sex-disaggregated statistics and through the regional coordination efforts. Lastly, under subprogramme 3, the Department of Global Communications promotes gender equality and women's empowerment by producing and disseminating communications products, including through *Africa Renewal* platforms, that focus on women and gender equality and by promoting a balanced presence of women and men in all of its multimedia products, promotional campaigns and events. The Department also works to counter gender stereotypes and discrimination against women by offering a wide range of alternative perspectives and making sure that women's voices are given prominence in its products, communication campaigns and events.

9.13 The programme will be guided by the United Nations Disability Inclusion Strategy in promoting, through its activities and policy recommendations, proposals that specifically promote the inclusion of people with disabilities, as well as in taking the necessary measures to increase the accessibility of its products and events.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

9.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office of the Special Adviser on Africa. This included the cancellation of some advocacy events, field missions and expert group meetings, as well as the reorientation of other events and workshops as virtual meetings. Specific examples of the impact are provided under all subprogrammes. The change in the approach and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogramme 3.

9.15 At the same time, however, some planned deliverables and activities were modified, and some new activities were introduced 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 advocacy events and coordination efforts. 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.

9.16 Recognizing the importance of continuous improvement, the need for flexibility and nimbleness in the face of unforeseen circumstances and evolving needs of Member States, the programme will draw on the lessons learned and best practices from the COVID-19-related adaptation of its programme in 2020. Specific examples of lessons learned include the use of virtual platforms for events as an opportunity to reach out to broader audiences and, consequently, increase the impact of the advocacy activities and communication products, as well as a more flexible approach to programme planning in order to adapt to emerging circumstances. For example, in 2022, subprogrammes 1, 2 and 3 will continue to increase their use of digital platforms, including by holding, whenever possible, hybrid (virtual and in-person) meetings and events.

### Legislative mandates

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

#### *General Assembly resolutions*

32/197	Restructuring of the economic and social sectors of the United Nations system	63/1	Political declaration on Africa's development needs
57/2	United Nations Declaration on the New Partnership for Africa's Development	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
57/300	Strengthening of the United Nations: an agenda for further change	74/301	New Partnership for Africa's Development: progress in implementation and international support
61/296	Cooperation between the United Nations and the African Union		

*Security Council resolutions*

1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace	2033 (2012)	United Nations-African Union cooperation
		2282 (2016)	Review of the United Nations peacebuilding architecture
		2457 (2019)	Silencing the Guns in Africa

*Economic and Social Council resolutions*

671 (XXV) A	Establishment of an Economic Commission for Africa	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
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields		

**Deliverables**

9.18 Table 9.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 9.1

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Economic and Social Council on items related to Africa's development	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	—	—	—	<b>1</b>
5. Seminar on Africa's sustainable development	—	—	—	1
<b>Publications</b> (number of publications)	—	—	—	<b>1</b>
6. Publication on Africa's sustainable development	—	—	—	1
<b>Technical materials</b> (number of materials)	—	—	—	<b>1</b>
7. Policy brief on Africa's sustainable development	—	—	—	1

**Evaluation activities**

9.19 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Office of Internal Oversight Services (OIOS) evaluation of the programme;
- (b) Self-evaluation on the report-drafting process under subprogramme 1.

9.20 The findings of the evaluations and self-evaluations referred to above have been taken into account for the programme plan for 2022. For example, the establishment of an executive direction and management component in the programme ensures the Special Adviser's overall accountability, as recommended by OIOS. The realignment of the

communications function in the Office of the Special Adviser on Africa will promote complementarities with the Department of Global Communications. Increased coordination among the subprogrammes has resulted in enhanced synergies among planned activities, in particular in the implementation of the subprogrammes' highlighted results. Under subprogramme 1, on the basis of the self-evaluation on the report drafting process, the Office of the Special Adviser on Africa will be able to produce an increased number of deliverables, owing to the maximization of its analytical work.

9.21 Further to the deployment of a planning, monitoring and evaluation function in the Office of the Under-Secretary-General, a self-evaluation on all activities of subprogramme 1 is planned for 2022.

## **Programme of work**

### **Subprogramme 1**

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

### **Objective**

9.22 The objective, to which this subprogramme contributes, is to advance effective implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 through coherent, integrated and effective United Nations system engagement, global advocacy and strategic partnership with African Member States and the African Union.

### **Strategy**

9.23 To contribute to the objective, the subprogramme will support the efforts of the Secretary-General to increase the coordination and coherence of the United Nations system in its support for Africa, in particular by acting as the focal point for the African Union Development Agency-NEPAD and Agenda 2063 at Headquarters, coordinating the inter-departmental task force on African affairs, and monitoring the United Nations system's support for Africa's sustainable development. To this end, the Office of the Special Adviser on Africa will further build up its posture and capacities in areas such as planning, monitoring and evaluation in order to be able to promote strategic planning and programming in the United Nations system in Africa in accordance with the priorities of African Union and African Member States as enshrined in Agenda 2063 and the first 10-year implementation plan.

9.24 The subprogramme also plans to further provide policy advice based on trend and foresight analysis on critical and emerging issues affecting Africa, as well as to continue to support African Member States in their participation in intergovernmental processes and provide assistance in intergovernmental deliberations on issues related to Africa's sustainable development. To this end, the Office will significantly enhance its capacity to perform horizon scanning and analyse emerging trends, challenges and opportunities across all areas of Africa's economic, political and social development, in particular through the improvement of its data management capacities.

9.25 In addition, the subprogramme will develop and implement communication and global advocacy strategies in coordination with subprogramme 3 to establish a global advocacy platform in support of NEPAD and Agenda 2063 that mobilizes global opinion through all channels of communication, celebrates Africa and contributes to the promotion of a new narrative.

9.26 The subprogramme will finalize the operationalization and strengthening of the United Nations monitoring mechanism through its enhanced data management and analysis capacities, which will lead to continuous tracking of the commitments to and support for the implementation of the 2030 and 2063 Agendas with clear benchmarks, indicators and, when appropriate, proposed corrective measures, which will contribute to enhanced compliance and mutual accountability in the implementation of commitments towards Africa's development.

9.27 The subprogramme plans to support Member States on issues related to COVID-19 by further enhancing strategic coordination within the United Nations system to help ensure coherent and integrated support for building forward and building better in Africa that aligns with the priorities of African Member States and the African Union as enshrined in Agenda 2063. Furthermore, the subprogramme will develop and implement a partnerships and technical cooperation strategy aimed at promoting strategic partnerships with African Member States and African Union institutions and leveraging United Nations knowledge and capacities through technical cooperation with United Nations agencies, funds and programmes around flagship initiatives and projects.

9.28 The work described above is expected to result in:

- (a) A more coherent and integrated approach by the United Nations system support for Africa;
- (b) Strengthened cooperation between the United Nations system and the African Union and other African institutions and increased complementarity of the activities of the United Nations and the African Union in support of the implementation of the 2030 Agenda and Agenda 2063;
- (c) Enhanced capacity within the United Nations system and the wider international community to provide a more integrated response to challenges impacting Africa's development that takes into account and addresses existing gaps;
- (d) Stronger alignment of intergovernmental discussions with the priorities of African countries and the African Union and increased integration of African perspectives in global debates and decisions;
- (e) Greater accountability of stakeholders;
- (f) Increased awareness and understanding by the international community of the African Union perspective and the realities and priorities of African countries.

9.29 The planned support on issues related to COVID-19 is expected to result in a swifter recovery that contributes to changing the paradigm and building forward and building better.

## **Programme performance in 2020**

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

### **Enhanced coordination in response to Africa's emerging needs**

9.31 In response to the COVID-19 outbreak, the Office of the Special Adviser on Africa convened the interdepartmental task force on African affairs to identify the gaps in the United Nations system's response to the crisis and to promote United Nations coherence through consultations at the strategic level. The subprogramme organized nine meetings of the interdepartmental task force on African affairs at the

working and principals levels during 2020 to facilitate strategic discussions on the United Nations system response to COVID-19. The task force recommended that the Africa United Nations Knowledge Hub for COVID-19, developed by ECA, be sustained, strengthened and updated with more relevant information and content, including on health and stigmatization as a result of COVID-19 in Africa. In December, members of the task force conducted an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the United Nations response in order to take stock and prepare for building forward and building better.

9.32 The subprogramme also led and coordinated the preparation of a policy brief of the Secretary-General on the impact of COVID-19 in Africa, highlighting the risks that the pandemic posed to African Member States and providing recommendations. Furthermore, the subprogramme, in coordination with subprogramme 3, facilitated the adoption of common messaging for the members of the interdepartmental task force on African affairs in order to support the implementation of the policy brief.

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

9.33 The work described above contributed to the objective, as demonstrated by an increased awareness at the global level of the impact of COVID-19 in Africa through the development of an overarching United Nations narrative on COVID-19 in Africa (see table 9.2). The increase in joint products issued by the interdepartmental task force on African affairs served to revitalize the task force as an impact-focused tool to promote United Nations coordination on critical and emerging issues affecting Africa. This enhanced coordination benefited African countries by ensuring that the support that they received from United Nations entities at a critical time was comprehensive and avoided duplications.

Table 9.2  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Increased awareness at the global level of the impact of COVID-19 in Africa through an overarching United Nations narrative on COVID-19 in Africa

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

9.34 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel or postpone some of its deliverables and programmatic activities at the early stages of the pandemic. For instance, the Africa-focused events that the Office programmed during the Commission on the Status of Women and the Economic and Social Council youth forum had to be cancelled owing to the COVID-19 pandemic, and a panel discussion that the Office was to organize during the Africa regional review of the Istanbul Programme of Action was postponed to 2021. Later, the Office was able to organize planned events, most notably by switching from in-person to virtual meetings. Among such examples is the Africa Dialogue Series 2020, held in May, and Africa Day at the high-level political forum, as well as a workshop and an advocacy event on illicit financial flows in December.

9.35 At the same time, the subprogramme identified additional activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely the coordination of the writing of the Secretary-General's policy brief on the impact of COVID-19 in Africa and the development of an integrated



SWOT analysis on the United Nations response, conducted through the interdepartmental task force on African affairs. The additional deliverables contributed to results in 2020, as specified in the emerging result above.

## **Planned results for 2022**

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

### **Result 1: delivering coherently and effectively for Africa's peace and development<sup>1</sup>**

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

9.37 The subprogramme, in partnership with the Permanent Observer Mission of the African Union and various United Nations entities, has continued to convene the Africa Dialogue Series annually as a major forum for global advocacy and policy discussion on Africa linking the different areas of work of the United Nations in Africa. As in the previous year, the Africa Dialogue Series 2020 was organized in May, on the African Union theme of the year. However, as part of the Office's response to the COVID-19 pandemic, it reoriented the approach and format of the Africa Dialogue Series 2020 and convened it virtually under the theme: "COVID-19 and silencing the guns in Africa: challenges and opportunities". Furthermore, the subprogramme continued to provide regular briefings to the three elected States of the Security Council regarding the socioeconomic conditions of countries on the agenda of the Security Council, with a particular focus on the impact of COVID-19.

9.38 The work described above contributed to the Africa Dialogue Series as a fully functional, inclusive and interactive forum for a broad range of stakeholders, where they share experiences and help fine-tune a coherent approach to re-establishing peace and security in the Sahel region and promoting up-to-date evidence-based policy decisions by all stakeholders, which met the planned targets in the proposed programme budget for 2020.

9.39 The work described above did not meet the target of providing access to Member States to enhanced and cutting-edge data on the allocation and flow of commitments through the United Nations monitoring mechanism, allowing the international community to eliminate major duplications and overlaps and speed up delivery where it is needed most, in the proposed programme budget for 2020. This target was not met as the plan for the operationalization of the monitoring mechanism was refocused in line with the Secretary-General's data strategy and to take into account also the OIOS evaluation.

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

9.40 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will deepen its analysis regarding the impact of public service delivery and sustainable development in the achievement of durable peace, in particular through the Office of the Special Adviser on Africa research network and its reporting responsibilities. It will also enhance its advocacy efforts, including by launching specific policy campaigns in partnership with the African Union and other United Nations entities. For example, in 2021 the Office will launch, in partnership with the World Food Programme, an initiative to promote home-grown school feeding in

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 11)).

Africa, as a programme that not only impacts positively on the health, nutrition and education levels of African children, but also helps to promote prosperity, stability and social cohesion in local communities. In 2022, this initiative will seek to establish strategic partnerships with African Member States and institutions for the design and implementation of home-grown school feeding programmes in Africa. In 2022, the subprogramme will also complete the operationalization of the United Nations monitoring mechanism, establish a procedure for the follow-up of the recommendations stemming from its advocacy platform, most notably the Africa Dialogue Series, and bridge the gap between academia and practitioners, promoting continuous engagement through the Office's activities. The expected progress is presented in the performance measure (see table 9.3).

Table 9.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
No access by stakeholders to knowledge network  Africa Dialogue Series: access by stakeholders to inaugural series highlighting key policy issues facing Africa from the lens of the linkages between sustainable development, peace and security	Access by Member States to limited data on the pledges and delivery of financial commitments made to bring about peace and development in the Sahel region  Stakeholders use the knowledge network established by the Office of the Special Adviser to share information and synthesized summaries addressing social, developmental and security-related vulnerabilities of the Sahel region  Africa Dialogue Series: stakeholders use the Series as an interactive policy dialogue platform for cutting-edge thinking on the efforts of the United Nations and the international community on the Sahel region	Up-to-date evidence-based policy decisions by all stakeholders  Africa Dialogue Series: the Series is fully functional as an inclusive and interactive forum for a broad range of stakeholders, where they share experiences and help fine-tune a coherent approach to re-establishing peace and security in the Sahel region	United Nations monitoring mechanism: implementation of the new methodology  Up-to-date evidence-based policy decisions by all stakeholders  Africa Dialogue Series: the Series continues to be a critical analytical global advocacy tool aligned with the themes of the African Union and issues of relevance to Africa's peace, security, human rights and sustainable development. The Series enhances the visibility of these issues and contributes to solutions based on key turning points, such as Africa Day and the General Assembly debate on Africa's development	Member States access continuous data and information that enable ongoing tracking of commitments through the United Nations monitoring mechanism  Member States have access to updated information on the implementation of recommendations stemming from the Africa Dialogue Series  Increased number of African countries establish school feeding programmes or broaden the scope of existing programmes

<sup>a</sup> 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 the point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: amplified African voices at intergovernmental processes<sup>2</sup>

### Programme performance in 2020

9.41 The subprogramme organized the third Africa Day at the high-level political forum on sustainable development, on the theme “Leveraging digital technology in the context of COVID-19: an inclusive, healthy, resilient and peaceful Africa”, in July, in partnership with the African Union, ECA, the African Institute for Economic Development and Planning and UNDP. In December, the subprogramme organized two events on the issue of illicit financial flows: a workshop on “Silencing the Guns Beyond 2020: Addressing Illicit Financial Flows and the Sahel” and a high-level virtual panel on the African Union “Silencing the Guns” initiative: the role of illicit financial flows in fuelling instability in Africa. The subprogramme was however unable to implement the other activities that had been programmed under this result owing to the COVID-19 outbreak, which prevented specific discussions focused on women and youth, which are two key constituencies that need to be specifically targeted and mobilized in order to harness the potential of the demographic dividend in Africa to promote sustainable development.

9.42 The work described above contributed to 16 African countries participating in voluntary national review, which met the planned targets in the proposed programme budget for 2021.

9.43 The work described above also contributed to the inclusion of African countries’ perspectives in official forums and conferences to advance the effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States.

### 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 and in response to recent developments, the subprogramme’s work will evolve to promote, in partnership with the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the African Union and other relevant entities, the inclusion of issues in intergovernmental deliberations on financing for development that are aligned with the interests of African countries and contribute to their empowerment and ownership over their financial resources, such as illicit financial flows, remittances or the role of credit rate agencies. The subprogramme also plans to hold a multi-stakeholder meeting to discuss the role of credit-rating agencies and ways to reduce biased and non-objective ratings. The expected progress is presented in the updated performance measure (see table 9.4).

Table 9.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
10 African countries participated in voluntary national reviews	17 African countries participated in voluntary national reviews	16 African countries participated in voluntary national reviews	20 African countries participate in voluntary national reviews	Member States discuss proposed framework to address the impact

<sup>2</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 11)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
		African countries' perspectives are included in official forums and conferences to advance the effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States	Member States and stakeholders consider the study on impact of illicit financial flows in Africa Member States and stakeholders consider the analysis on bottlenecks in remittances regulation Increased awareness of Member States and stakeholder of the role of credit-rating agencies	of illicit financial flows on Africa Member States consider the road map to address remittances bottlenecks

### **Result 3: the role of digitization and the African Continental Free Trade Area for building forward and building better**

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

9.45 In 2019, only 16,100 of the over 3 million patent applications in the world originated in Africa and less than 19 per cent of the patents originating in Africa were from residents. This is due to intellectual property-related barriers that limit the granting of patents and, particularly, medical patents to products of African origin, which negatively impacts access to vital medicines on the continent. Africa accounts for over 25 per cent of the pharmaceutical market but produces only 2 per cent of the drugs it consumes. The continent imports over \$14 billion worth of drugs, many of which are produced using African plant varieties. At a time when the world is increasingly discussing universal health care as part of the response to COVID-19 and a more integrated approach to the 2030 Agenda, strong intellectual property protections are hindering African populations' access to critical medicines and adequate health services and, consequently, undermining the continent's human capital potential.

9.46 During 2020, the subprogramme had to adapt its programmatic activities and support for African countries owing to the COVID-19 pandemic. Taking into account its mandate to promote the interests and perspectives of African countries and the African Union in intergovernmental deliberations, the subprogramme adopted a cross-cutting approach to the response, leveraging its different advocacy activities to assess and discuss how the response to COVID-19 in Africa could benefit from ongoing support being provided in other areas. For example, the reorientation of the Africa Dialogue Series 2020 showcased how efforts in the area of peace and security could support the response to a health crisis. Furthermore, Africa Day at the high-level political forum underscored the fundamental contribution that digitization and innovation can provide to strengthen Africa's resilience and promote sustainable development in Africa.

#### *Lessons learned and response*

9.47 The lesson for the subprogramme was that health is an instrumental component of human capital and, as such, it is impacted by progress in other development areas and, at the same time, it can also positively impact them. Consequently, human capital

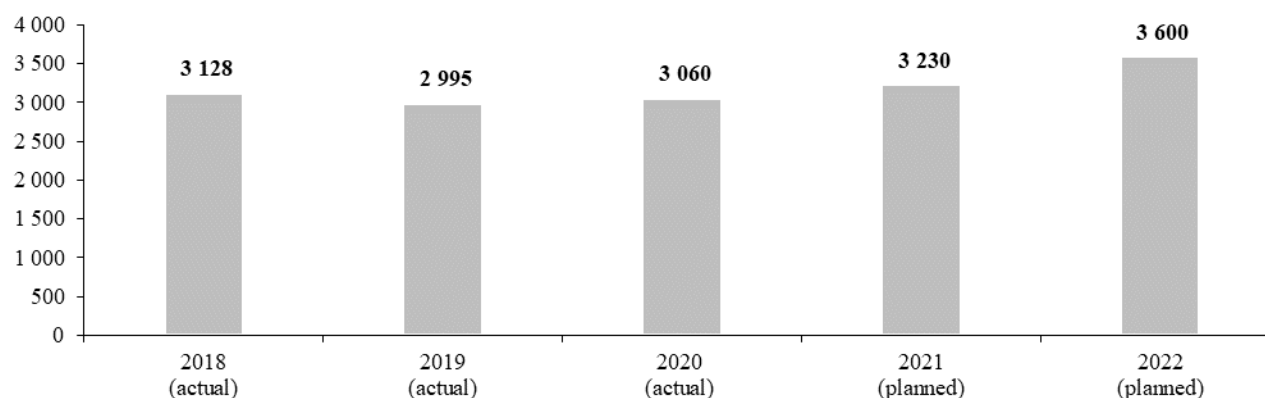
and, more specifically, health, needs to be placed at the core of policymaking in Africa, because investing in health also means promoting African industrialization, empowering African countries by reducing their dependence on drugs originating outside the continent and patents, and strengthening Africa's integration, particularly taking into account the entry into force of the African Continental Free Trade Area. In applying the lesson, the subprogramme will increase its focus on health issues, in particular, on the interface between health and technology and the way in which digitization and the Free Trade Area can be leveraged to overcome the existing intellectual property barriers and contribute to reducing Africa's dependence on foreign drugs through the implementation of the Pharmaceutical Manufacturing Plan for Africa. The subprogramme will develop, in cooperation with key global and regional partners, an initiative to support African innovators in the patent application process, including through the development of digital solutions and advocacy efforts. The subprogramme will take the opportunity of the increased use of technology and digitization as part of the response to COVID-19 to promote digital solutions that facilitate patent application processes in African countries and reduce costs. In order to achieve the expected result, the Office will leverage its coordination mandate and its academic research network to bring together relevant United Nations entities, such as the World Intellectual Property Organization, and African organizations, such as the African Regional Intellectual Property Organization and the Pan-African Intellectual Property Organization, with academic and research institutes in order to identify the main hurdles faced by African researchers, particularly from the health sector, and specific solutions to simplify the patenting of their work. Furthermore, through its advocacy mandate, the Office will promote the implementation of those solutions, in cooperation with its partners, by organizing policy discussions with African Member States and seeking the support of Africa's development partners.

*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 the increase in the number of patent applications in Africa by African residents (see figure 9.I).

Figure 9.I

**Performance measure: annual number of patent applications in Africa by African residents**



**Legislative mandates**

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

*General Assembly resolutions*

53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	66/293	A monitoring mechanism to review commitments made towards Africa's development
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa	74/301	New Partnership for Africa's Development: progress in implementation and international support
58/233	New Partnership for Africa's Development: progress in implementation and international support	74/302	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

*Statements by the President of the Security Council*

S/PRST/1997/46 The situation in Africa

*Economic and Social Council resolutions*

2020/6 Social dimensions of the New Partnership for Africa's Development

## Deliverables

9.50 Table 9.5 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 9.5

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	–	<b>3</b>	<b>3</b>
1. Report of the Secretary-General to the General Assembly on the New Partnership for Africa's Development	1	–	1	1
2. Report of the Secretary-General to the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa	1	–	1	1
3. Biennial report of the Secretary-General to the General Assembly on the review of the implementation of commitments towards Africa's development	1	–	–	–
4. Report of the Secretary-General to the Committee for Programme and Coordination on the United Nations system support for the New Partnership for Africa's Development	1	–	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	–	<b>3</b>
5. Formal meetings of the General Assembly	–	–	–	3
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>2</b>	<b>1</b>	<b>2</b>	<b>6</b>
6. Workshops on Africa's sustainable development, peace and security	2	1	2	2
7. Seminars of the research network	–	–	–	4
<b>Publications</b> (number of publications)	<b>1</b>	–	–	<b>2</b>
8. Publication on the review of commitments made towards Africa's development	1	–	–	–
9. Publications on Africa's sustainable development	–	–	–	2

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>2</b>	<b>11</b>	<b>18</b>
10. Reports on Africa's sustainable development, peace and security	5	1	6	6
11. Policy briefs	4	1	5	6
12. Factsheets	—	—	—	6

#### C. Substantive deliverables

**Consultation, advice and advocacy:** Advice on strengthened consultation and strategic level coordination with African Union institutions and consultations on annual results-oriented workplan for the interdepartmental task force on African affairs; Evidence-based and data-driven advice and policy proposals provided to United Nations leadership and African Member States, including monthly briefs focusing on trends, foresight and policy analysis, as well as the organization of quarterly briefings and the production of materials in support of the participation of African Member States in intergovernmental processes; advocacy activities focused on the prioritization of policy proposals aimed at supporting Africa's transformational agenda, aiming at an audience of at least 200 participants (government and academia) for each advocacy event.

**Databases and substantive digital materials:** online knowledge repository with digital copies of the Office's work in at least four official languages of the United Nations; establishment of a permanent, updated and accessible database linked to the United Nations monitoring mechanism; data on United Nations action in Africa made available to complement the Office's reporting mandate; database of African think tanks and non-governmental organizations accessible to stakeholders.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** awareness-raising events, toolkits and pamphlets on key issues impacting Africa's sustainable development.

**External and media relations:** press releases, press conferences and media dialogues on issues related to Africa's sustainable development, peace and security and human rights in Africa.

**Digital platforms and multimedia content:** original products for distribution through social media in at least four official languages of the United Nations weekly; development of original webstories and diverse for the Office's website in at least four official languages of the United Nations on a monthly basis; multimedia documents in all United Nations official languages; incorporation of full accessibility standards to communication and multimedia deliverables issued by the Office.

## Subprogramme 2

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

#### Objective

9.51 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through United Nations system-wide coherence and collaboration and to enhance capacities of African Union organs and agencies at the regional and subregional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities.

#### Strategy

9.52 To contribute to the objective, the subprogramme will promote and strengthen joint planning and implementation through the vehicles of the regional collaborative platform and conduct policy research and analysis on key African Union priorities and provide technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities. In this regard, a major area of work will be on promoting tools for identifying and promoting coherence

between development, peace and security and human rights, where appropriate, into policies and strategies of selected African Union organs and agencies.

9.53 The subprogramme also plans to conduct targeted studies on transboundary issues relevant to Africa's regional transformation and integration drive. The support for regional economic communities and intergovernmental organizations will be carried out in collaboration with the subregional offices and subprogrammes of ECA. The findings of the policy research and analysis and of transboundary studies will be disseminated at regional and subregional intergovernmental and high-level stakeholder platforms targeting, among others, stakeholders, decision- and policymakers and development practitioners of the five subregions of Africa.

9.54 The subprogramme will collaborate with UNDP and the regional Development Coordination Office in the promotion of coherence in United Nations system-wide support for the African Union and support for resident coordinators and United Nations country teams in the implementation of activities towards the realization of Agenda 2063 and the 2030 Agenda. The subprogramme working with the Office of the Special Adviser on Africa and the Department of Global Communications will continue to support the African Union Development Agency-NEPAD in the context of continental priorities and Africa's development agenda.

9.55 The work described above is expected to result in:

- (a) Enhanced United Nations system-wide collaboration at the regional level towards the realization of the 2030 Agenda;
- (b) Increased and more effective United Nations support for the African Union and its development priorities as reflected in Agenda 2063;
- (c) Enhanced capacity of member States to develop and implement their national development priorities.

9.56 The planned support on issues related to COVID-19 is expected to result in the promotion of coordinated action and support on Africa's initiatives and responses to COVID-19 in addressing the crisis and recovery challenges of the pandemic.

## **Programme performance in 2020**

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

### **Pooled procurement of COVID-19 vaccines**

9.58 The subprogramme was instrumental in supporting the United Nations development system and partners, including the African Union Commission, in fast-tracking the implementation of the regional pharmaceutical pooled procurement project and launched the African Medical Supplies Platform – a digital platform enabling African countries to purchase certified medical equipment with increased cost-effectiveness and transparency. In support of an effective COVID-19 response, the regional pharmaceutical pooled procurement, the Platform, was supported in sourcing critically needed supplies in response to the pandemic.

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

9.59 This work contributed to the objective, as demonstrated by the ordering of 670 million of doses of COVID-19 vaccines through the African Medical Supplies Platform (see figure 9.II), which is an example of the benefits of the African



Continental Free Trade Area for member States through economies of scale and scope and price reductions.

Figure 9.II

**Performance measure: COVID-19 vaccines ordered through the African Medical Supplies Platform**

(Millions of doses)



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

9.60 Owing to the impact of COVID-19 during 2020, the subprogramme experienced constraints in its pace and scope of implementation as face-to-face meetings, workshops and training sessions planned could not take place in those formats. The subprogramme had to develop innovative solutions, including the deployment of digital means of implementation.

9.61 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 pharmaceuticals pooled procurement programme leading to the pooled procurement of COVID-19 vaccines. The new deliverables contributed to results in 2020, as specified in the emerging result above.

**Planned results for 2022**

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

**Result 1: implementation of joint workplans with United Nations agencies, funds and programmes and the African Union: working together to deliver for Africa<sup>3</sup>**

**Programme performance in 2020**

9.63 The subprogramme drafted the report on United Nations system-wide support for the African Union and its NEPAD Programme, in which it highlighted progress on the implementation of the joint work plans of the United Nations agencies for 2020. The subprogramme, through its analytical, advocacy and convening functions, brought together United Nations system partners such as UNCTAD, the Food and Agriculture Organization of the United Nations (FAO) and the World Trade Organization (WTO) to support the ratification of the African Union African Continental Free Trade Area. The

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

subprogramme also took the lead in helping member States to develop and validate national strategies for utilizing the Free Trade Area. The United Nations system in Africa also took part in assessing progress on the implementation of the road map, convened stakeholder meetings, conducted capacity development exercises and proposed the development of a number of resolutions and decisions in support of the African Union theme of the year “Silencing the guns: creating a conducive environment for Africa’s development”, an initiative aimed at taking stock of progress on the implementation of the road map aimed at ending all wars, civil conflicts, gender-based violence and armed conflicts and preventing genocide in the region.

9.64 The subprogramme also coordinated stakeholders in advancing joint policies and strategies, for instance the strategy on support for the implementation of the African Union road map on the African Union 2020 theme of the year “Silencing the guns” and the communication strategy for the Joint Labour Migration Programme. The capacity development efforts undertaken by the subprogramme in 2020 included the following: an executive-level capacity development programme; the strengthening of analysis and planning for the achievement of Sustainable Development Goals 1 and 2 in Eastern Africa; support for countries in the harmonization of Agenda 2063 and the 2030 Agenda performance indicator framework for the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods; support for countries on mainstreaming forced displacement into the African Union 2020 theme “Silencing the guns”; guidelines for member States on the development of bilateral labour migration agreements; and the strengthening of national health systems for evidence-based decisions/policy-making on HIV/AIDS and sexual and reproductive health and reproductive rights, as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Declaration and Platform for Action.

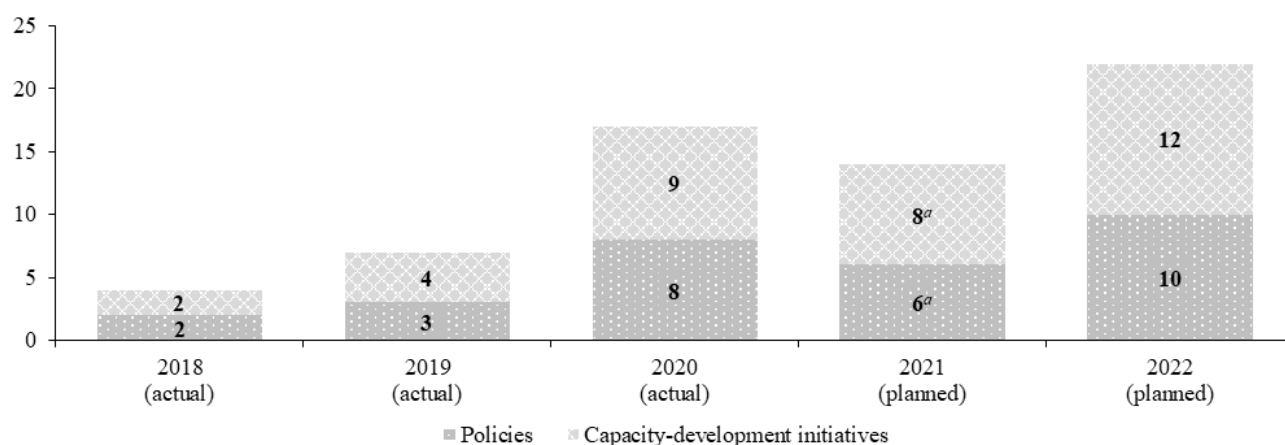
9.65 The work described above contributed to an increase in the number of joint policies to eight and an increase in the number of joint capacity-development initiatives to nine, which exceeded the planned target of five joint policies and seven capacity-development initiatives in the proposed programme budget for 2020.

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

9.66 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 its work on enhancing system-wide coherence under the Regional Collaborative Platform for Africa architecture towards the realization of the 2030 Agenda. More effective support will continue to be provided to the African Union, as will better strategic support for the resident coordinators and United Nations country teams in promoting national development priorities. Collaboration with the Office of the Special Adviser on Africa and the Department of Global Communications will be enhanced in support of the African Union Development Agency-NEPAD in its key priority areas as part of advancing Agenda 2063. The expected progress is presented in the performance measure (see figure 9.III).

Figure 9.III

**Performance measure: number of joint policies and capacity-development initiatives with United Nations agencies, funds and programmes and the African Union (cumulative)**



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

## **Result 2: ensure coherent and integrated support in the United Nations support to the implementation of Agenda 2063 and the 2030 Agenda<sup>4</sup>**

### **Programme performance in 2020**

9.67 In 2020, the subprogramme initiated four subregional studies on the linkages among development, peace and security, human rights and humanitarian affairs by first holding an inception meeting with stakeholders including the Office of the Special Adviser on Africa and the Office for the Coordination of Humanitarian Affairs, which led to the development of terms of reference. To this end the subprogramme held an expert group meeting on the subregional studies, with a focus on consolidating the comments and strengthening the conflict prevention focus, and discussed the need to promote coherence between these pillars in policies, where appropriate.

9.68 The work described above contributed to a consensus reached by regional experts, the African Union Commission and the regional economic communities on a methodology to enhance integrated policies and strategies of African Union organs and agencies for the implementation of Agenda 2063 and the 2030 Agenda for the subregional studies, which met the planned target reflected in the approved programme budget for 2021.

### **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, the subprogramme will develop mainstreaming guidelines for the linkages to ensure increased effectiveness and impact, especially with regard to conflict prevention in development and humanitarian assistance. The expected progress is presented in the performance measure (see table 9.6).

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

Table 9.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
	Countries agree to analyse the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and the seven strategic priorities of the African Union to promote an integrated approach in the implementation of Agenda 2063 and the 2030 Agenda	African Union Commission and the regional economic communities reaching a consensus on methodology to enhance integrated policies and strategies of African Union organs and agencies for the implementation of Agenda 2063 and the 2030 Agenda for the subregional studies	Adoption of a road map to enhance integrated approaches in the implementation of the 2030 Agenda and Agenda 2063 in policies and strategies of at least two African Union organs and agencies	At least one policy and one strategy of the African Union organs and agencies promote an integrated approach for the implementation of the 2030 Agenda and Agenda 2063

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

### **Result 3: the role of digitization and the African Continental Free Trade Area for building forward and building better**

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

9.70 The Africa Continental Free Trade Area was launched on 1 January 2021. The Free Trade Area is one of the African Union priority initiatives, which stands to benefit all countries by increasing intra-Africa trade. Throughout 2020 and 2021, the subprogramme, jointly with ECA, has supported countries in ratifying the Free Trade Area. Member States that have already ratified the agreement were assisted in producing national strategies for harnessing the benefits of the Free Trade Area.

#### *Lessons learned and planned change*

9.71 The lesson for the subprogramme was the importance of digital platforms for disseminating information on initiatives and collecting data and identifying fruitful initiatives through the ratification and national strategy development. More needs to be done in order to promote industrialization, the creation of tradeable complete manufactured products and to ease the conduct of business through e-commerce. In applying the lesson, the subprogramme will promote programmes and projects that contribute towards making the African Continental Free Trade Area beneficial for all countries and ensure that all initiatives have a digital component. Through the Africa

Regional Collaborative Platform opportunity and issue-based coalitions, the subprogramme will promote the utilization of the Free Trade Area by identifying and piloting regional value chains involving three or more member States to create tradeable products and will promote the creation of additional continental online trading markets for the products. In particular, the subprogramme plans to promote the establishment of an e-commerce platform, which will also reflect the data and statistics on trade.

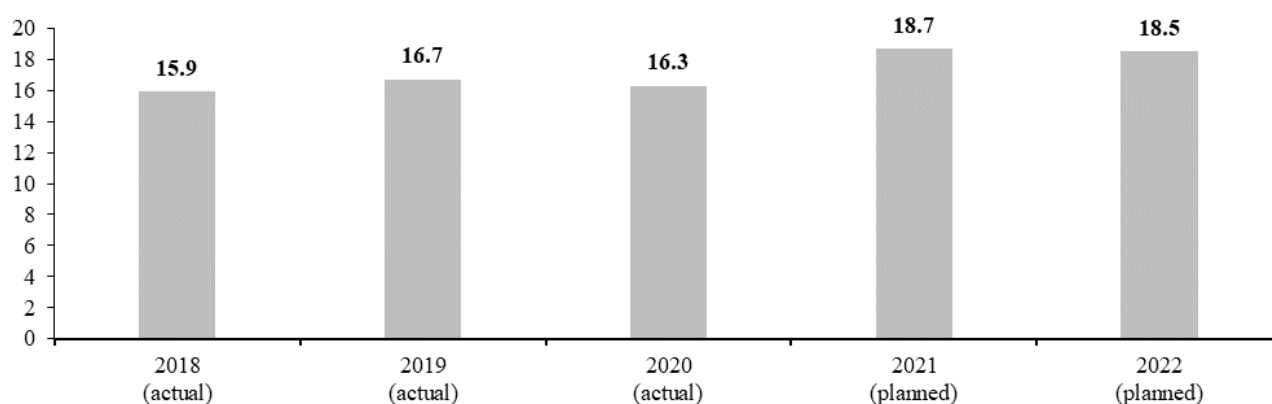
*Expected progress towards the attainment of the objective, and performance measure*

9.72 This work is expected to contribute to the objective, as demonstrated by an increase in the percentage of intra-Africa trade as a percentage of total trade (see figure 9.IV)

Figure 9.IV

**Performance measure: share of intra-African trade in the total trade of Africa**

(Percentage)



## Legislative mandates

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

*General Assembly resolutions*

32/197	Restructuring of the economic and social sectors of the United Nations system	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
61/296	Cooperation between the United Nations and the African Union		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	71/320; 73/335	New Partnership for Africa's Development: progress in implementation and international support

*Economic and Social Council resolutions*

671 (XXV) A	Establishment of an Economic Commission for Africa	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
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields		

## Deliverables

9.74 Table 9.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.7

### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>
1. Report on United Nations support for the African Union and its NEPAD programme to the Conference of African Ministers of Finance, Planning and Economic Development	1	1	—	1
2. Report of the annual session of the Regional Coordination Mechanism for Africa (expert body)	1	1	—	—
3. Report of the retreat of clusters of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms (expert body)	1	1	—	—
4. Report on capacity development related to Agenda 2063 and the 2030 Agenda	—	—	1	1
5. Report of the annual session of the Regional Collaborative Platform for Africa (expert body)	—	—	—	1
6. Report of the retreat of Opportunity and Issues Based Coalitions of the Regional Collaborative Platform (expert body)	—	—	—	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>12</b>	<b>2</b>	<b>8</b>	<b>18</b>
7. Annual session of the Regional Coordination Mechanism for Africa	4	1	—	—
8. Annual session of the Africa-Regional Collaborative Platform	—	—	—	2
9. Session of the subregional coordination mechanisms	4	—	—	—
10. African Union-United Nations meetings	—	—	—	4
11. Annual retreat of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms	4	—	—	—
12. Annual retreats/meetings of the Africa-Regional Collaborative Platform	—	1	—	8
13. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	—	—	8	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>—</b>	<b>1</b>	<b>2</b>
14. Fellowship on the linkages among development, peace and security, and human rights <sup>a</sup>	1	—	1	—
15. Technical cooperation project on the African Union Development Agency-NEPAD partnership	—	—	—	1
<b>Seminars, workshops and training events</b> (number of days)	<b>—</b>	<b>—</b>	<b>4</b>	<b>6</b>
16. Workshop on collaboration in the Africa-Regional Collaborative Platform	—	—	—	2
17. Workshops on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	—	—	4	4
<b>Publications</b> (number of publications)	<b>4</b>	<b>6</b>	<b>3</b>	<b>5</b>
18. Progress report of Regional Coordination Mechanism for Africa clusters	1	1	—	—
19. Progress report of the Africa-Regional Collaborative Platform Opportunity and Issues Based Coalitions	—	—	—	1
20. Progress report of subregional coordination mechanisms	1	1	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
21. Progress report of the Africa-Regional Collaborative Platform on the implementation of African Union-United Nations Frameworks and initiatives	—	—	—	1
22. Publication on topics specific to the work of the Regional Coordination Mechanism for Africa	1	—	—	—
23. Publication on topics specific to the work of the Africa-Regional Collaborative Platform	—	4	—	1
24. Publication on Agenda 2063 and the 2030 Agenda	—	—	1	1
25. Publications on topics related to African Union organs and agencies	1	—	2	1
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>1</b>	<b>4</b>	<b>4</b>
26. Report on progress on decisions of the Africa-Regional Collaborative Platform	—	1	—	1
27. Web-based information on the work of the subprogramme	—	—	1	1
28. Guidelines and policy papers	2	—	3	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services, upon request, by ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and the six regional economic communities; advocacy on capacity-building support for the African Union in the context of United Nations-African Union frameworks.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information material:</b> launch of publications; promotional materials.				
<b>Digital platforms and multimedia content:</b> website with up-to-date content on the work of the subprogramme.				

<sup>a</sup> The unit of measurement used for the fellowship programme under this subcategory is the number of fellows, instead of the number of projects fellows will work on at ECA.

### Subprogramme 3

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

#### Objective

9.75 The objective, to which this subprogramme contributes, is to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa.

#### Strategy

9.76 To contribute to the objective, the subprogramme will develop global comprehensive editorial plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD and Agenda 2063 and for the achievement of the 2030 Agenda for Sustainable Development, as well as in support of the work of the Office of the Special Adviser on Africa and ECA and their advocacy strategies. This is under the umbrella of the strategy of the Africa Section of the Department of Global Communications, which supports a shift to a digital focus, and in line with the new Global Communications Strategy. The aim is also to ensure that such plans are implemented in coordination with the rest of the Department of Global Communications, the United Nations Communications Group, the Regional Collaborative Platform for Africa and the United Nations system as a whole.

9.77 Activities will include producing external communications content, including through the Africa Renewal digital platforms, background notes, media advisories and other public information for use by external media, both African and international, and the provision of external communications support to the Office of the Special Adviser on Africa. Select content will be produced or translated into languages including French, Kiswahili and Chinese.

9.78 The work described above is expected to result in enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues related to economic recovery and sustainable development in Africa.

## **Programme performance in 2020**

### **Credible information in a pandemic and “infodemic”**

9.79 The current ongoing “infodemic” – an avalanche of misinformation, fake news and far-reaching rumours – has been exacerbated during the COVID-19 pandemic. In particular with regard to the disease, media and other information distributors were seeking credible information about COVID-19, how to stop its spread and the efforts that were under way to tackle the disease. To achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, and in particular the continental and United Nations response to COVID-19, the subprogramme increased its COVID-19-related advocacy content, which is offered free of charge to 275 media institutions and platforms on the continent and beyond. The content included interviews with United Nations and African Union experts and officials such as the directors of the World Health Organization Regional Office for Africa and the Africa Centres for Disease Control and Prevention, the Chief Executive Officer of the African Union Development Agency-NEPAD and the Secretary-General of the African Continental Free Trade Area Secretariat; an op-ed by the Deputy Secretary-General on United Nations support for countries to respond and build back better; and a campaign to celebrate health-care workers on the COVID-19 frontline in Africa. The subprogramme further amplified the United Nations Verified campaign, aimed at addressing misinformation, and featured efforts by the main pan-African broadcaster, MultiChoice, which is a collaborator of the initiative. The content consistently featured advocacy messages on addressing the pandemic.

9.80 As part of a broader United Nations effort, the subprogramme also supported the African Union theme for 2020, “Silencing the guns: creating a conducive environment for Africa’s development”, and the associated campaign “Silencing the guns by 2020” by producing articles and social media content to raise awareness of the campaign and provide factual information about activities taking place, including during Africa Amnesty Month in September. The subprogramme also amplified the Secretary-General’s various calls for a global ceasefire to enable countries to respond to COVID-19, as well as to address gender-based violence, which saw an increase due to the pandemic. As part of the campaign, the subprogramme also provided external communications support to subprogramme 1 for the Africa Dialogue Series 2020, which had the theme “COVID-19 and silencing the guns in Africa: challenges and opportunities”. This included media advisories, outreach to journalists and United Nations information centres and social media coverage. Fourteen articles produced during the year on “Silencing the guns” were published by 65 media outlets in 12 countries, including Ethiopia, Ghana, Kenya and Nigeria. The United Nations was a leading voice in supporting the African Union in promoting the campaign using the #SilencingtheGuns hashtag.

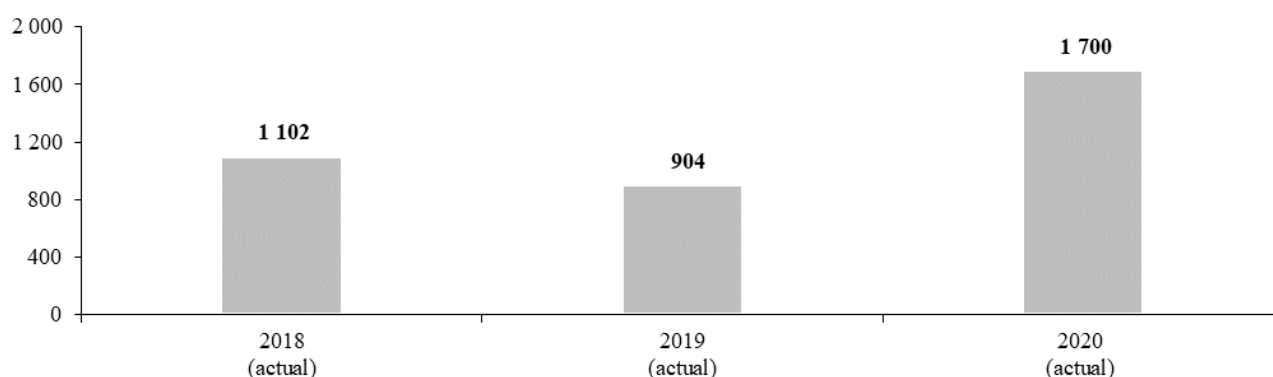


*Progress towards the attainment of the objective, and performance measure*

9.81 This work contributed to the objective as demonstrated by the republishing of *Africa Renewal* articles 1,700 times in both English and French in more than 530 media outlets (including as Modern Ghana, The Will Nigeria, Bulawayo24, Nation Media Group, Trade Law Centre (TRALAC), CNBC, MSN.com, Flipboard and Medium) in 43 countries around the world (these including Botswana, Ethiopia, France, Germany, Ghana, Kenya, Morocco, Namibia, Nigeria, Poland, Switzerland, Thailand, United Arab Emirates, Uganda, the United Kingdom of Great Britain and Northern Ireland, the United States of America and Zimbabwe). The articles were focused on priority issues related to the continent, specifically on the following: the impact of COVID-19 and the response; the “Silencing the guns” campaign; gender equality and women’s empowerment, youth and climate change (see figure 9.V).

Figure 9.V

**Performance measure: annual number of *Africa Renewal* articles republished in media and online platforms globally**



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

9.82 In response to the pandemic, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme reorganized its work, with content shifting focus to Africa’s response to the pandemic, and proactively coordinated with key partners – the Office of the Special Adviser on Africa, the African Union, the African Union Development Agency-NEPAD and ECA. The subprogramme specifically conducted interviews with United Nations and African Union officials on continent-wide efforts to ramp up COVID-19 testing, the socioeconomic impact of the pandemic and efforts by institutions and individuals to produce masks and sanitizers, sensitize people on the pandemic, tackle misinformation and address the fears of the public. The subprogramme’s plan to support the African Union “Silencing the guns by 2020” campaign was also used to promote the Secretary-General’s call for a global ceasefire to fight COVID-19. Unable to physically produce and distribute hard copies of the *Africa Renewal* magazine, the subprogramme substantially increased its digital content production. The new activities and deliverables contributed to results in 2020, as specified in the emerging result above.

**Planned results for 2022**

9.83 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the

programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: *Africa Renewal* goes digital<sup>5</sup>

#### Programme performance in 2020

9.84 The subprogramme continued to increase its digital channels in 2020, accelerated by the inability to print and distribute physical print copies of the *Africa Renewal* magazine. The subprogramme produced more news-related and multimedia content on a regular basis and curated a monthly e-newsletter to help drive online traffic to the website ([un.org/Africarenewal/](http://un.org/Africarenewal/)). The subprogramme also introduced an audio option for select articles online as an additional way to reach audiences, in particular in Africa. The Department of Global Communications also ran an online campaign on *Africa Renewal* platforms to celebrate health-care workers who are on the COVID-19 frontline. The 15 individuals featured came from countries including Angola, Botswana, Cameroon, Egypt, the Gambia, Kenya, Namibia, Nigeria, Sierra Leone and the Sudan.

9.85 The work described above contributed to 4.5 million visitors to the *Africa Renewal* website, which exceeded the target of 2,750,000 visitors to the *Africa Renewal* website in the proposed programme budget for 2020.

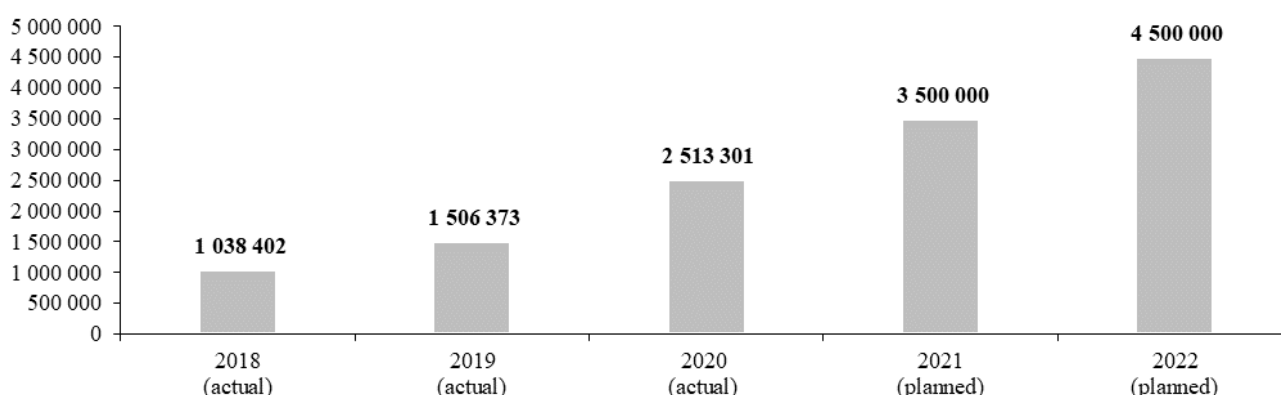
9.86 Furthermore, the work described above also contributed to an increasing number of pageviews of the website by 66.8 per cent, from 1,506,373 in 2019 to 2,513,301 in 2020. The subprogramme is using page views, rather than number of site visits, as the updated performance measure, as they are a more detailed and accurate measure of how users interact with the *Africa Renewal* website.

#### Proposed programme plan for 2022

9.87 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 on sharpening the website's information architecture, to improve the user experience, and increasing audio options, including podcasts, as a way to take advantage of the digital transformation on the continent while helping to bridge the digital divide. The expected progress is presented in the performance measure (see figure 9.VI).

Figure 9.VI

Performance measure: annual number of page views of the *Africa Renewal* website



<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 11)).

## Result 2: highlighting Africa's challenges and priorities in a digital and multilingual world<sup>6</sup>

### Programme performance in 2020

9.88 The subprogramme focused in 2020 on changing its content production in view of the COVID-19 pandemic, in order to fulfil its mandate, resulting in more *Africa Renewal* stories published online in English and French and select content translated into two additional languages: Kiswahili and Chinese. In 2020, the subprogramme increased the number of Kiswahili articles from 26 in 2019 to 33. The number of articles translated into Chinese dropped from 31 in 2019 to 24 owing to the pandemic-related temporary closure of the partner university that assists with translation. At the same time, efforts were initiated towards a new social media strategy to accompany the subprogramme's editorial direction.

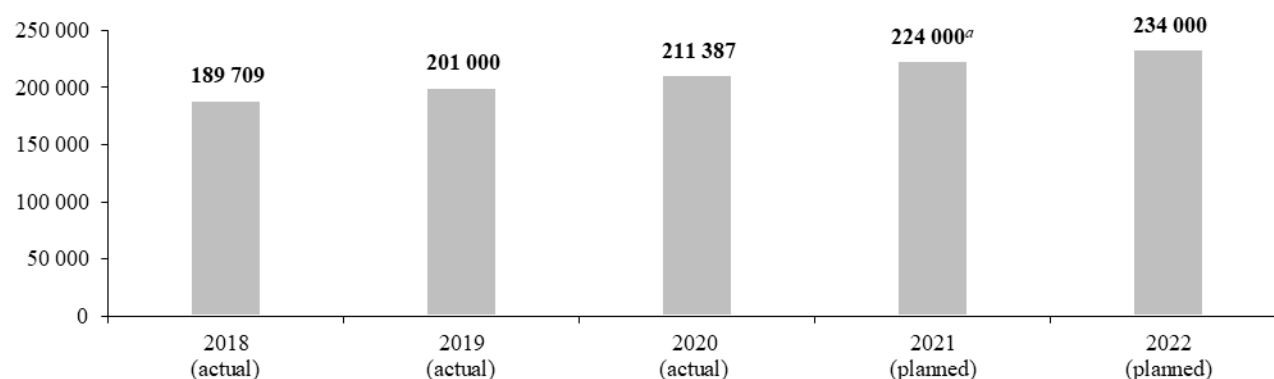
9.89 The work described above contributed to 211,387 combined followers on the *Africa Renewal* Facebook and Twitter accounts, which did not meet the planned target of 214,000 in the proposed programme budget for 2021, mainly owing to the subprogramme's focus on quickly shifting and ramping up production of more COVID-19 content, which was offered to media houses for republishing.

### Proposed programme plan for 2022

9.90 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 increase its engagement with social media influencers, academic institutions, creative communities and other stakeholders as amplifiers of *Africa Renewal* social media content. The subprogramme will also collaborate more closely with the main United Nations social media team on a social media strategy that is fit for purpose in the evolving context. The expected progress is presented in the performance measure (see figure 9.VII).

Figure 9.VII

**Performance measure: number of followers of the *Africa Renewal* social media accounts (cumulative)**



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

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

### **Result 3: the role of digitalization and the African Continental Free Trade Area for building forward and building better**

9.91 The COVID-19 pandemic had a severe impact on the economies of Africa. At the same time, while global value chains were disrupted, Governments and people across the continent used digital technology to innovate. They created much-needed products and delivered services, information, social assistance and payments, including as part of stimulus packages. In 2020, the Global System for Mobile Communications (GSMA), in its report “The Mobile Economy Sub-Saharan Africa 2020” stated that Africa is expected to reach 600 million unique mobile subscribers by 2025. This, combined with the digitalization efforts of the recently launched trading under the African Continental Free Trade Area, will accelerate the continent’s structural and digital transformation plans, making it easier to communicate, trade and access services online, including those provided in the context of COVID-19 recovery, for example booking a vaccination appointment online.

9.92 Taking into account its objective to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, the subprogramme in 2020 prioritized its coverage of the COVID-19 response innovations, as well as the then-upcoming African Continental Free Trade Area as a driver of socioeconomic recovery. The subprogramme covered stories of innovations in Africa, including the use of telehealth in Nigeria, and profiled a Kenyan biomedical engineering student who created a mechanical ventilator and a Sierra Leonean technologist who developed an app to assist with contact tracing. The articles also showcased different homegrown online campaigns to tackle misinformation such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) #DontGoViral campaign, which started in Uganda, #DefyHate in South Sudan and the effort of the United Nations Verified campaign collaborator, pan-African broadcaster MultiChoices with its Talent Factory content production. At the same time, the subprogramme published and amplified several interviews and articles with the Secretary-General of the Free Trade Area Secretariat on digital innovations or solutions as a force for trade, the acting Executive Director of the International Trade Centre on innovation needed for small business to survive COVID-19 impact and how a strong intellectual property regime in the Free Trade Area context will help drive growth.

#### *Lessons learned and planned change*

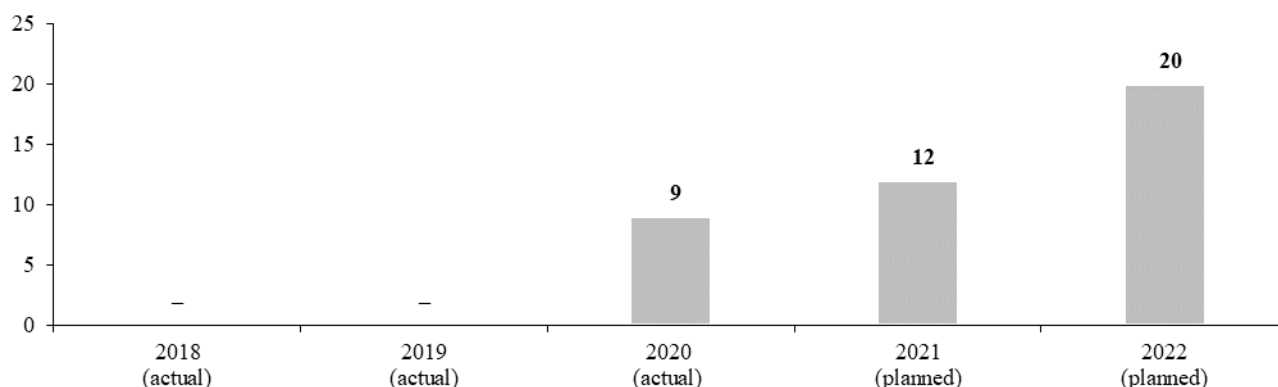
9.93 The lesson for the subprogramme was that digitalization in Africa will not only help address the health-related aspects of the pandemic but will also be a driver of the continent’s socioeconomic recovery. In applying the lesson, the subprogramme will increase its focus on showcasing both institutional and individual solutions-focused content on these themes.

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

9.94 This work is expected to contribute to the objective, as demonstrated by the increase in the number of individual profiles, stories, op-eds and articles published on people in Africa specifically engaged in digital solutions for health and for trade in the context of the African Continental Free Trade Area. In 2020, the subprogramme covered nine of these stories across its platforms (see figure 9.VIII).

Figure 9.VIII

**Performance measure: annual number of *Africa Renewal* articles published with a focus on digitalization**



## Legislative mandates

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

### General Assembly resolutions

54/232	Implementation of the first United Nations Decade for the Eradication of Poverty	57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa	60/109 B	Questions relating to information: United Nations public information policies and activities

## Deliverables

9.96 Table 9.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.8

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>12</b>	<b>18</b>	<b>6</b>	<b>24</b>
1. <i>Africa Renewal</i> magazine	6	—	6	—
2. <i>Africa Renewal</i> curated e-newsletter	6	18	—	24
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> partnerships with over 200 editors and writers in major media houses in Africa and other countries, education institutions, civil society organizations and creative communities to republish and amplify <i>Africa Renewal</i> content for wider distribution and dissemination; external communications efforts, including the annual Africa Dialogue Series, the Commission on the Status of Women, the Economic and Social Council youth forum, the General Assembly and African Union flagship events; contributions to the work of the Regional Collaborative Platform and the interdepartmental task force on African affairs; publicity in support of international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development.				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<p><b>External and media relations:</b> media round tables; content tailored to specific media outlets interested in Africa's development for syndication or citation and interested in including relevant information on United Nations support for Africa in their own materials; international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development; public information material, including media advisories.</p> <p><b>Digital platforms and multimedia content:</b> digital products and written and audio content for digital platforms, including websites, social media accounts, e-newsletters, audio content, mobile phone apps and social media accounts.</p>				

## Programme 10

### Trade and development

#### Overall orientation

##### Mandates and background

10.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries, as reflected in paragraph 10 of the Nairobi Maafikiano, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. UNCTAD was established to promote an inclusive global economy by informing national and international policies while giving due consideration to the needs and interests of developing countries. As stated in the Nairobi Maafikiano: “The important role of UNCTAD will be strengthened as the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development.” The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the quadrennial sessions of UNCTAD, in particular the principal functions of the Conference outlined in section II, paragraph 3, of General Assembly resolution 1995 (XIX). In the face of a complex set of trade and development challenges, UNCTAD has been called upon to focus its resources to help developing countries build productive capacities, address widening technological and digital divides, ensure sound macroeconomic management and advise Governments on financing for development, addressing illicit financial flows and providing technical assistance on debt issues. UNCTAD support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development will also continue to be provided through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

##### Strategy and external factors for 2022

10.2 In order to achieve its objectives, UNCTAD works through three interrelated pillars: (a) it conducts high-quality and evidence-based research and policy analysis that feed national, regional and international policies with the aim of generating inclusive and sustainable development under the principle of leaving no one behind; (b) it provides technical cooperation based on such analysis to all developing countries, with a particular focus on the least developed countries, landlocked developing countries and small island developing States, other structurally weak and vulnerable small economies, and countries in conflict and post-conflict situations; and (c) it brings member States together through its intergovernmental machinery to build consensus on policies that allow developing countries to maximize the opportunities of globalization and economic integration, as well as to address cross-cutting economic, social and environmental challenges.

10.3 In the context of deepening interdependence among all countries, UNCTAD will maintain its unique orientation and commitment to development through the three pillars, while remaining responsive and accountable to all member States. UNCTAD addresses interrelated issues essential to all countries in attaining sustainable and equitable growth and development and this requires extensive cross-fertilization and cooperation across UNCTAD subprogrammes on areas such as South-South cooperation, investment and the digital economy, with due consideration for the increasing impact of these subjects on global trade and development.

10.4 UNCTAD will continue to support member States in the implementation of the 2030 Agenda for Sustainable Development, in which the interrelationship between sustainable development and trade, finance, investment and technology is recognized. UNCTAD is also custodian of eight Sustainable Development Goal indicators at the global level and actively contributes to the monitoring and implementation of a wide range of Goals, with its main contributions to Goals 8, 9, 10 and 17, and with important contributions to Goals 2, 5, 12, 15 and 16. In addition, UNCTAD will continue to contribute to the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, supporting monitoring of and follow-up to the means of implementation of the 2030 Agenda. UNCTAD subprogramme activities are also aligned with other relevant agendas, including the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, Agenda 2063 of the African Union, the Beijing Declaration and Platform for Action, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, 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, as well as the Monterrey Consensus of the International Conference on Financing for Development, the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, along with the results of the twenty-fifth and previous sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

10.5 Along with the global agendas, UNCTAD will strive in particular to ensure the implementation of mandates resulting from and reinforced by its fifteenth session, which is planned to be held in 2021 in Bridgetown. The session will be an important moment for member States to come together to discuss recent developments and long-term trends in the area of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development and to take stock of the achievements, and the shortfalls, of the first half decade of implementation of the Sustainable Development Goals.

10.6 Enhancing its efficiency, effectiveness, transparency and accountability, UNCTAD will continue efforts to build a culture of results-based management across UNCTAD, through training and guidance, and will increase internal capacity for collecting and reporting data on results.

10.7 For 2022, UNCTAD planned deliverables and activities reflect known and anticipated challenges related to the coronavirus disease (COVID-19) that are being faced by member States. Such planned deliverables and activities include supporting debt sustainability and exploring novel approaches to liquidity support for developing countries; measuring and combating illicit financial flows to increase fiscal space in developing countries; adjusting investment policies, investment facilitation efforts and international investment agreements in the light of the changing global production networks catalysed by the pandemic; supporting entrepreneurs, including women and those in vulnerable situations, and groups that have suffered from lockdowns and the economic recession; supporting trade policies, trade and environment policies and competition policies in response to the pandemic; helping to make trade facilitation, maritime shipping, customs authorities and transport networks more resilient to the effects of the pandemic; supporting the digital readiness of developing countries with an eye to bridging the widening digital divides that have been further exacerbated by the pandemic; and supporting the building of productive capacities in least developed



countries, landlocked least developing countries and small island developing States, other structurally weak and vulnerable small economies, and countries in conflict and post-conflict situations that have been hardest hit by the pandemic. Specific examples of such planned deliverables and activities are provided under all subprogrammes. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results in 2022, as described under all subprogrammes.

10.8 With regard to cooperation with other entities at the global, regional, national and local levels, UNCTAD will continue to combine its expertise with the reach and in-country presence of partners in order to maximize the impact provided to beneficiaries. UNCTAD is actively engaged with the United Nations development system reform process, serves as reviewer for projects of the Joint Sustainable Development Goal Fund and supports integrated national financing frameworks. UNCTAD is also part of a task team on enhanced collaboration with eight resident coordinator offices to develop clear entry points and mechanisms for the agile, effective and efficient engagement of UNCTAD and other non-resident agencies and specialized agencies at the country level. UNCTAD has also advocated for the stronger engagement of non-resident agencies in COVID-19 response mechanisms so that its expertise can more quickly turn into solutions at the country level. In addition, UNCTAD has concluded partnership agreements with various international organizations and non-governmental organizations (NGOs), academic institutions and private sector entities. It will continue to enhance partnership mechanisms with the private sector by enhancing its due diligence guidelines, drawing from the experiences of the United Nations Global Compact.

10.9 With regard to inter-agency coordination and liaison, UNCTAD participates actively in the United Nations System Chief Executives Board for Coordination and its subsidiary bodies. As one of the five major institutional stakeholders of the financing for development follow-up process, UNCTAD is leading inter-agency dialogue on monitoring and accountability of the means for the implementation of targets through the dedicated follow-up to the Addis Ababa Action Agenda commitments, with a particular focus on its trade, finance, investment and technology dimensions. UNCTAD contributes to the Inter-Agency Task Force on Financing for Development and continues to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in “delivering as one” operational activities at the country level, in collaboration with 14 other entities. UNCTAD is also part of the steering committee for the multi-partner trust fund for the socioeconomic response to the COVID-19 pandemic and actively contributes to the United Nations network of economists, the United Nations task team on COVID-19 response and the Task Force on the Digital Financing of the Sustainable Development Goals. UNCTAD is also one of the lead agencies of the Group of Friends on Financing the Sustainable Development Goals Initiative on Financing for Development in the Era of COVID-19 and Beyond, led by Canada and Jamaica, and is leading the cluster on finance and technology. In response to the COVID-19 pandemic, UNCTAD partnered with WHO on a three-year project, which will continue in 2022, to respond to the urgent call to boost the local production of essential medicines in developing countries and joined forces with the five United Nations regional commissions in a new project to help developing countries deal with trade and transport challenges resulting from the pandemic and facilitate the flow of goods and services, while containing the spread of the coronavirus.

10.10 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Up-to-date and accurate economic and financial information and data at the country and regional levels continue to be available and cooperation continues with relevant entities on the production of statistics;

(b) Extrabudgetary funding continues to be available for technical cooperation programmes, and conditions and capacities exist in member States to adopt and implement policies and strategies;

(c) There is political will to achieve consensus in intergovernmental meetings;

(d) There is an agreed outcome of the fifteenth session of UNCTAD, which is planned to be held in Bridgetown in 2021, that reaffirms the existing work programme and there is an agreed outcome of the Twelfth Ministerial Conference of the World Trade Organization (WTO);

(e) There is an agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, which is planned to be held in Doha in January 2022.

10.11 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities in 2022 will be feasible to implement and will be in line with the outcome of the fifteenth session of UNCTAD. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted in 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

10.12 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate and in line with its mandate and gender mainstreaming strategy. In 2022, UNCTAD will continue to strengthen the capacity of member States to design and implement trade policies that allow women to benefit from the opportunities arising from international trade. In the context of the pandemic, UNCTAD has been active in analysing the gender impact of the pandemic and advocating for policy responses that are not gender-blind, including gender-equal responses to save economies, focusing on women working in tourism industries at risk in small island developing States; the future for women, small-scale and informal cross-border traders when borders close; and how to leverage digital solutions to harness the potential of informal cross-border trade. UNCTAD will also continue its pioneering work on trade and sex-disaggregated statistics and measuring the different ways that women and men experience the impacts of trade. Based on the framework it has developed, UNCTAD will provide practical guidance to member States on how to compile the necessary statistics that allow a full picture of the gender impact of trade to be obtained.

10.13 In line with the United Nations Disability Inclusion Strategy, UNCTAD will continue to support the advancement of disability inclusion in both its programmatic work, by ensuring the participation and inclusion of those in vulnerable situations, and its operational activities, in close collaboration with the United Nations Office at Geneva. While access by member State delegates and participants to UNCTAD meetings organized at the headquarters facilities is managed and ensured by the United Nations Office at Geneva, in line with the existing Secretariat policy and guidance on disability, for meetings that are serviced outside the duty station, such as the quadrennial ministerial conference, UNCTAD ensures, through its host country agreements, that all venues and conference facilities are accessible to persons with disabilities.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

10.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UNCTAD. The impact included changing the approach and the format of certain planned meetings and activities from in-person to virtual and postponement of others to after 2020. Specific examples of this impact included, most importantly, the postponement of the fifteenth session of UNCTAD, including its preparatory meetings and related publications. Other pandemic-related postponements to 2021 included the Multi-year Expert Meeting on Commodities and Development, the sessions of the Investment, Enterprise and Development Commission and the Trade and Development Commission, the World Investment Forum and its related meetings and the session of the Intergovernmental Group of Experts on Financing for Development.

10.15 Nevertheless, to engage with member States and a broad range of audiences, UNCTAD was able to quickly adapt its working methods and changed its approach by moving to online platforms. Despite the pandemic, UNCTAD was able to use its convening power and organize over 120 webinar sessions to bring various stakeholders to debate, exchange experiences, identify best practices and develop global standards with regard to the most pressing issues. Due to the change in approach and necessary adjustments, meetings of the Bureau of the UNCTAD Trade and Development Board, the Commission on Science and Technology for Development and many other thematic expert meetings and webinars, covering a broad range of issues, such as investment promotion, competition policy and consumer protection and biotrade, were all organized virtually. The oceans economy event was replaced by a webinar organized with partners on World Oceans Day, while the virtual eCommerce Week 2020 attracted over 2,000 participants from 134 countries from civil society, academia, the scientific community and the technology industry. The change in approach and the postponement or even cancellation of some planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all subprogrammes.

10.16 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. With more than 75 analytical publications, commentaries and news items on COVID-19, UNCTAD contributed to analysing and understanding the socioeconomic impact of the pandemic and providing policy recommendations for a better recovery, including with regard to the need for debt relief, increased global liquidity and a global health plan for developing countries. Furthermore, the UNCTAD report entitled *Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal*, published in November 2020, benchmarked the expectations of UNCTAD for what a better recovery should comprise, by providing a road map for recovery that requires an overdue and opportune shift in the structure of global trade and cooperation. Specific examples of such modified and new activities are provided under all subprogrammes. The new deliverables and activities contributed to results in 2020, as described in the programme performance under all subprogrammes.

10.17 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the programme will mainstream lessons learned and best practices related to the adjustment and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices and lessons learned were identified in the areas of research and analysis, as well as technical cooperation. Since

the start of the pandemic, UNCTAD has been closely monitoring its effects on manufacturing, trade, foreign direct investment and economic growth and has provided updates to member States in a timely manner on the economic implications of different policy options and financial challenges facing developing countries in particular. At the same time, in the area of technical cooperation and capacity-building, UNCTAD has adapted to the priorities of different countries in their responses to the pandemic, and also in their recovery plans, by identifying mitigation- and recovery-related UNCTAD programmes that can help to address critical challenges during the pandemic. For the future, UNCTAD will continue to harness the lessons learned and best practices in the areas of research and analysis, and technical cooperation.

## Legislative mandates

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

### *General Assembly resolutions*

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly	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
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development	73/241	International migration and development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	73/243	Follow-up to the second United Nations Conference on Landlocked Developing Countries
66/288	The future we want	73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/200	Unilateral economic measures as a means of political and economic coercion against developing countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	74/202	International financial system and development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/207	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
72/234	Women in development	74/239	South-South cooperation
		75/203	International trade and development

### *United Nations Conference on Trade and Development reports*

TD/442, TD/442/Corr.1 and TD/442/Corr.2	Report of the United Nations Conference on Trade and Development on its twelfth session	TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate
		TD/519/Add.2	Report of the United Nations Conference on Trade and Development on its fourteenth session: Nairobi Maafikiano

## Deliverables

10.19 Table 10.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 10.1

### Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
1. Documents and conference room papers prepared for the Trade and Development Board	1	1	1	1
2. Reports on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise	1	1	1	1
3. Reports on matters requiring action by the Trade and Development Board in relation to the fifteenth session of UNCTAD	1	1	1	1
4. Conference room papers or working papers prepared for the Working Party on the Programme Plan and Programme Performance	4	4	4	4
5. Overview of the external evaluations of UNCTAD programmes and projects: report by the Secretary-General of UNCTAD	1	1	1	1
6. Synthesis of the five subprogramme evaluations and update on the status of implementation of recommendations	–	–	–	–
7. Report on the external evaluation of an UNCTAD subprogramme	–	–	1	1
8. Review of the technical cooperation activities of UNCTAD and their financing: report by the Secretary-General of UNCTAD	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>28</b>	<b>74</b>	<b>28</b>	<b>107</b>
9. Meetings of the Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	26	59	26	92
10. Meetings of the Working Party on the Programme Plan and Programme Performance	2	12	2	12
11. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	1	–	1
12. Meetings of the Fifth Committee	–	1	–	1
13. Meetings of the Committee for Programme and Coordination	–	1	–	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>9</b>	<b>24</b>	<b>9</b>	<b>24</b>
14. Ad hoc expert discussions to generate and transfer knowledge on topics to be determined by the Secretary-General of UNCTAD, in consultation with member States	3	3	3	3
15. Public symposium with civil society and member States to generate and transfer knowledge in connection with the work programme of UNCTAD, subject to further consideration and decision by the Trade and Development Board	1	2	1	2
16. Raúl Prebisch lecture to transfer knowledge on topical trade and development issues	1	1	1	1
17. Geneva multi-stakeholder dialogues to share and transfer knowledge on topical international trade and development issues	1	1	1	1
18. High-level events with UNCTAD special advisers and advocates to contribute to transferring knowledge	1	2	1	2
19. Cabinet meeting to share and transfer knowledge on the coordination of national development strategies oriented towards sustainable development	1	1	1	1
20. Civil society and youth networking events to share and transfer knowledge, including online networking discussions	1	14	1	14

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>7</b>	<b>10</b>	<b>11</b>
21. Policy briefs on trade and development issues to generate and transfer knowledge	1	—	1	—
22. Reports on evaluations of United Nations Development Account projects and of external evaluations required by contribution agreements	10	4	8	8
23. Secretary-General opinion pieces	1	3	1	3

#### C. Substantive deliverables

**Databases and substantive digital materials:** UNCTAD annual report, UNCTAD civil society database and civil society electronic alerts and UNCTAD Youth Network, reaching an audience in excess of 30,000 at the corporate level.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** “UNCTAD at a Glance”; outreach programmes; special events; civil society outreach activities; regional outreach materials; press kits, media briefs and flyers for flagship publications; news briefs and opinion pieces; public information materials on UNCTAD (including brochures, posters and folders); and specialized information sessions for students, more than 6,000 delegates, academics and youth visiting UNCTAD and, upon request, in other locations, including online outreach.

**External and media relations:** press conferences, including by the Secretary-General and the Deputy Secretary-General; press releases and information notes about UNCTAD; and web-based news briefs.

**Digital platforms and multimedia content:** UNCTAD website and its web pages and social media applications containing information about UNCTAD; meetings and events; documents; publications, including policy briefs, blogs, reviews, reports and press and public information materials, including information on evaluation; and podcasts, attracting some 2 million visitors per year, with 5.4 million page views.

## Evaluation activities

10.20 The following evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Informal cross-border trade for the empowerment of women, economic development and regional integration in Eastern and Southern Africa (United Nations Development Account-funded project 1617J);
- (b) Fostering the development of “green” exports through voluntary sustainability standards in Asia and the Pacific (United Nations Development Account-funded project 1617AI);
- (c) Trade and agricultural policies to support small-scale farmers and enhance food security (United Nations Development Account-funded project 1617I);
- (d) Strengthening statistics on international trade in services for countries of the West African Economic and Monetary Union (project funded by the Union).

10.21 The findings of the evaluations and self-evaluations referenced above have been taken into account for the programme plan for 2022. For example, one evaluation found strong evidence that women informal cross-border traders who participated in UNCTAD micro-level schemes had acquired new knowledge and that they would use their new skills towards constructive ends, as evidenced under result 1 under subprogramme 3. In particular, the evaluation noted that the combination of skill sets had targeted created mutually reinforcing gains so that the women cross-border traders now had skills to accumulate profits and save, allowing them to diversify, expand or invest in value-adding elements and thereby move closer to the formal economy. Following the evaluation of an intervention on investment promotion, the active involvement of private sector entities and outward investment agencies is now solicited under a follow-up intervention, in alignment with a recommendation from the evaluation and which can be observed under subprogramme 2. Finally, a recurrent

recommendation from a number of evaluations to strengthen gender mainstreaming in the work of UNCTAD had resulted in a stronger focus on gender equality objectives in the results framework of the e-commerce and the digital economy programme, including the actions undertaken by women digital entrepreneurs, and the number of communities established that foster digital entrepreneurship among women, which is presented under subprogramme 4 as one of the planned results.

10.22 The following evaluations are planned for 2022:

- (a) Evaluation of subprogramme 1: globalization, interdependence and development;
- (b) Evaluation of subprogramme 2: investment and enterprise (to be presented in 2023);
- (c) Eight evaluations of completed projects.

## **Programme of work**

### **Subprogramme 1**

#### **Globalization, interdependence and development**

#### **Objective**

10.23 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels and to achieve progress towards a durable solution to the debt problems of developing countries, as well as poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation.

#### **Strategy**

10.24 To contribute to the objective, the subprogramme will continue to identify specific needs and measures arising from the interdependence of trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through its three pillars, namely research and policy analysis, consensus-building and technical cooperation. The subprogramme also plans to support developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels, which will help member States meet the challenges of globalization and of achieving the Sustainable Development Goals. The subprogramme will continue to provide high-quality and timely statistics, which will support the efforts of developing countries to develop their national statistical systems by providing technical assistance and capacity-building programmes. Furthermore, the subprogramme will continue to promote stronger cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, including through the provision of important contributions on debt and debt sustainability and on addressing systemic issues for the report of the Inter-Agency Task Force on Financing for Development. The subprogramme will also focus on the challenges to short and long-term debt sustainability in developing countries and on sustainable domestic and international financial resource mobilization for development, which will help member States to make progress towards the achievement of Sustainable

Development Goals 16 and 17 and facilitate progress on debt and development finance issues. In addition, the subprogramme will provide technical assistance, training and support for developing countries. Furthermore, the subprogramme will continue to undertake research and analysis on trends and prospects for closer cooperation and integration among developing countries. The subprogramme will also provide technical assistance and disseminate best practices, training and support for developing countries.

10.25 In responding to the mandates given by the General Assembly in its resolutions [74/10](#), on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and [74/117](#), on assistance to the Palestinian people, the subprogramme will continue to provide advisory services and research and analysis to support the Palestinian people, in line with paragraph 55 (dd) of the Nairobi Maafikiano.

10.26 The subprogramme plans to support member States on issues related to COVID-19 by continuing its work, through its three pillars, on identifying how the international financial architecture can work for development, including on issues of debt, and by analysing specific ways in which South-South cooperation can promote post-pandemic recovery and build resilience in developing countries.

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

- (a) An increased understanding of the coherence between international economic rules, practices and processes and national policies and development strategies;
- (b) Strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States;
- (c) Strengthened national capacities for effective debt management;
- (d) An increase in the understanding of developing countries of the global economic environment and of policy choices for inclusive and sustained development.

10.28 The planned support on issues related to COVID-19 is expected to result in increased understanding at the international level of the needs of developing countries, in particular on debt issues, to allow them to reach growth levels conducive to achieving the Sustainable Development Goals, and enhanced South-South cooperation through provision to developing countries of policy tools for dealing with the social and economic effects of the pandemic.

## **Programme performance in 2020**

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

### **Advancement of the ability of developing countries to respond to the COVID-19 pandemic and to sustain recovery and build resilience by augmenting their policy space in the multilateral system**

10.30 The world economy experienced a deep recession in 2020 amid a still unchecked pandemic. Moving forward requires a plan for global recovery, one that can return even the most vulnerable countries to a position stronger than before the recession. Without a change of direction in policy, the next 10 years will be a lost decade for growth, development, employment, the environment and economic and social justice. The subprogramme provided extensive analysis of the development



challenges caused by the pandemic, focusing on the vulnerabilities of developing countries in the face of the pandemic and the economic shock and on the necessary immediate response measures, including at the multilateral level, and policy tools for better recovery. In *Trade and Development Report 2020: From Global Pandemic to Prosperity for All – Avoiding Another Lost Decade*, the subprogramme focused on policy mistakes that should be avoided to allow developing countries to regain ground lost as a result of the pandemic and highlighted that a combination of precarious work conditions, high levels of debt distress and insufficient fiscal and policy space limited their options to respond to shocks of any kind. The report recommended a set of multilateral measures to transform the global recession into a global recovery, including a plan for health recovery funded through increased official development assistance commitments, providing a more dedicated framework for building future resilience. The analysis was complemented by a policy brief entitled “Topsy-turvy world: net transfer of resources from poor to rich countries” that looked at financial vulnerabilities in developing countries and the limitations they faced in mobilizing domestic financial resources to respond to the pandemic at the required scale, and at the main drivers of the net transfer of financial resources to the developed world, including illicit financial flows from developing countries.

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

10.31 The above-mentioned work contributed to the objective, as demonstrated by advancement of financing for development issues in international forums through the launch of the Initiative on Financing for Development in the Era of COVID-19 and Beyond under the leadership of Canada and Jamaica and through the launch of the United Nations research road map for the COVID-19 recovery (see table 10.2).

Table 10.2

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	Increased awareness among member States of the continuing imbalances in the global economy provided by the analysis contained in <i>Trade and Development Report 2019</i> and the subprogramme’s analysis warning that the international community must do more to help developing countries meet the Sustainable Development Goals	Advancement of financing for development issues in international forums through the launch of the Initiative on Financing for Development in the Era of COVID-19 and Beyond under the leadership of Canada and Jamaica and through the launch of the United Nations research road map for the COVID-19 recovery, in which the subprogramme’s work has particular relevance for pillar 4 (Macroeconomic policies and multilateral collaboration) and its research priority on “What lessons from past economic crises can inform the design of national, regional and global recovery strategies?”

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

10.32 Owing to the impact of COVID-19 in 2020, the subprogramme cancelled training activities for developing country policymakers held every year in Wuhan, China. Furthermore, pandemic-related travel restrictions affected the

subprogramme's participation in Paris Club meetings. Due to physical distancing measures, there was a marked drop in interactions with representatives of member States in both Geneva and New York (the latter being particularly affected due to travel restrictions), such as participation in the Economic and Social Council forum on financing for development follow-up process in New York. At the same time, the subprogramme changed its approach and replaced physical meetings with virtual meetings, such as the online launch of the industrialization strategy of Mauritius, jointly organized with the Government of that country. Furthermore, the session of the Intergovernmental Group of Experts on Financing for Development scheduled to be held in the last quarter of 2020 was postponed to January 2021. These changes had an impact on programme performance in 2020, as specified in result 1.

10.33 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives, including policy and technical discussions held with policymakers and think tanks on topics focused on the economic impacts of the pandemic and a change of focus and themes in the subprogramme's research and analysis to address the impact of COVID-19 on developing countries and policy responses needed to assist them in coping with the related shock. Thus, the subprogramme's *Trade and Development Report 2020* focused on the effects of the pandemic, calling on the international community to collectively chart a new path that led from recovery to a more resilient, more equal and more environmentally sustainable world in line with the ambition of the 2030 Agenda. Moreover, in the area of debt and finance, the subprogramme's analysis emphasized the escalating debt problem in developing countries, warned that some countries' debts might become unsustainable and called for securing access to financial services for vulnerable people during the pandemic, debt relief, increased global liquidity and a global health plan for developing countries, providing intellectual leadership to the high-level events of the Initiative on Financing for Development in the Era of COVID-19 and Beyond organized by the United Nations system under the leadership of Canada and Jamaica throughout 2020. The 2020 edition of the "In focus" section of the UNCTAD *SDG Pulse* annual online update looked at COVID-19 from a statistical perspective, examining the measurement challenges associated with the pandemic itself, the different policy actions adopted by Governments and the impact on employment by gender. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

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

### **Result 1: a methodology to measure illicit financial flows – improving the prospects for sustainable development<sup>1</sup>**

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

10.35 The subprogramme published a conceptual framework for the statistical measurement of illicit financial flows in partnership with the United Nations Office on Drugs and Crime (UNODC) in October 2020. The framework was presented in numerous online forums, including the Pan-African Conference on Illicit Financial

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

Flows and Taxation in November, the tenth session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime in October and an Asia-Pacific Stats Café on illicit financial flows hosted by the Economic and Social Commission for Asia and the Pacific in October. The subprogramme also continued its work in the task force on the statistical measurement of illicit financial flows, which includes the International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD) and UNODC, as well as several member States. Furthermore, the subprogramme has tentatively selected six methodologies to be tested in 2021 in selected countries in Africa, in close partnership with the Economic Commission for Africa. These methodologies were presented to the task force in December 2020.

10.36 The above-mentioned work contributed to building the capacities of countries for a more accurate estimate of illicit financial flows, which did not meet the target of inclusion of the new methodology in the balance of payments statistics of nine participating countries in Africa reflected in the proposed programme budget for 2020. Due to ongoing pandemic-related travel restrictions, it was not possible to travel to selected countries and interact with the national authorities on the ground. Given the sensitivity of the topic and the wide array of national authorities required to be involved in this activity, such as national statistical offices, customs authorities, tax authorities and trade ministries, it was agreed that it would not be possible to replace personal meetings with virtual ones.

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

10.37 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 and, after the testing of the six methodologies in the task force in 2021, those methodologies will be finalized and published in 2022. The subprogramme will then test them in nine countries in Africa. COVID-19 mitigation plans are being considered to determine whether capacity development can be delivered online. The expected progress is presented in the updated performance measure below (see table 10.3).

**Table 10.3**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of methodology and reliable statistics on illicit financial flows in balance of payments statistics	Availability of a methodology for measuring illicit financial flows in balance of payments statistics	Increased capacities of countries for a more accurate estimate of illicit financial flows	Nine participating countries start using the new methodology in balance of payments statistics	Member States have access to six finalized methodologies with regard to measuring illicit financial flows

<sup>a</sup> 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: improving industrial policy and fostering regional value chains in Southern Africa<sup>2</sup>**

### **Programme performance in 2020**

10.38 The subprogramme has undertaken several activities that have contributed to making progress towards strengthening the regional integration and coordination of industrial policy in the Southern African Development Community (SADC) region. The subprogramme, inter alia, organized a series of workshops with the specific objective of strengthening industrial policy capacity and facilitating policy dialogue. Specific attention was given to the key sectors previously identified by the subprogramme, together with Southern African Governments: agroprocessing, mining machinery and energy provision. Preliminary impact evaluation suggests that the joint efforts that led to the identification of the policies and the preparation of the workshops supported the strengthening of regional integration and coordination. This is borne out by the adoption of an official outcome document by the countries participating in the initiative in support of the policy options identified. Concrete regional initiatives and policies adopted included a regional trading platform for agricultural commodities exchanges to improve access to markets and management of agricultural risk, and harmonization of technical standards to guarantee the interoperability of electrical equipment and devices. The subprogramme has been carrying out a series of follow-up activities aimed at improving the industrial policy strategic framework in Mauritius, upon request by that country, where the new Industrial Policy Strategic Plan was launched in 2020, and facilitating the development of specific value chains, in particular in agroprocessing and energy sectors, in Mozambique and the United Republic of Tanzania. This will be complemented by an analysis of the key structural challenges posed by the COVID-19 pandemic to the economies of the region and analysis of the most effective policy responses.

10.39 The above-mentioned work contributed to the identification of at least three sectors (agroprocessing, mining machinery and energy provision) in which regional value chains can be established and relevant stakeholders identified, brought together and presented to several SADC countries and to private sector companies, which met the planned target of identifying sectors in which regional value chains could be established and bringing together relevant stakeholders reflected in the proposed programme budget for 2021.

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

10.40 The subprogramme will continue the work related to the planned result, in line with its mandate. Due to the fact that the above-mentioned specific activities under this planned result were implemented in the framework of a project that ended in December 2020, the subprogramme will not be able to continue with a similar performance measure for 2022. To contribute to further progress towards the objective, the subprogramme's work will evolve to include research and capacity-building activities to support countries in improving industrial policies and their implementation, including in regions outside of the SADC region, subject to resource availability. The expected progress is presented in the performance measure below (see table 10.4).

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

Table 10.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Request made to UNCTAD to support the SADC industrialization strategy and develop proposals to operationalize a common regional industrial policy that includes regional value chains	Initial proposals developed for a regional industrial policy of several SADC countries	At least three sectors identified (agroprocessing, mining machinery and energy provision) in which regional value chains can be established and relevant stakeholders identified, brought together and presented to several SADC countries and to private sector companies	Increased engagement of the private sector in economic policy discussions and expanded cross-border activities of firms in the region	Increased capacities of developing countries to formulate and implement industrialization strategies

<sup>a</sup> 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: advancement of analysis and policy proposals for monitoring the debt situation of developing countries

#### Proposed programme plan for 2022

10.41 With depressed economic activity through most of 2020 and a likely slow recovery in 2021, servicing existing external debt obligations will present a challenge for many developing countries. The subprogramme has analysed these issues in several publications, including the *Trade and Development Report 2020* and the UNCTAD report *Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal*, as well as the report prepared by the secretariat of UNCTAD on external debt sustainability and development ([A/75/281](#)). The subprogramme also published a special follow-up to the *Trade and Development Report 2019* entitled “From the great lockdown to the great meltdown: developing country debt in the time of COVID-19”, outlining how the pandemic combined a deep supply shock arising from wide-ranging and prolonged lockdowns of entire economies which required both developed and developing country Governments to borrow to finance economic and social programmes to assist their populations during lockdowns and, for developing countries, a more severe shock to their sovereign external debt positions as a result of their already fragile positions over the past few years. As a result, the special follow-up to the *Trade and Development Report 2019* called for coordinated debtor country action to proactively shape future international agendas and stated that agreements on developing country debt relief and restructuring were urgently needed. Furthermore, the subprogramme’s work supported the advancement of policy proposals by developing country representatives, including by the Prime Minister of Pakistan, who proposed a global initiative on debt relief and stated, in communications with the UNCTAD secretariat, that the initiative had been inspired, inter alia, by the subprogramme’s analysis on debt presented in the *Trade and Development Report 2020* and the special follow-up to the *Trade and Development Report 2019*.

*Lessons learned and planned change*

10.42 The lesson for the subprogramme was that in extraordinary situations such as the pandemic, there was increased demand from the international community for the timely receipt of updates on the economic implications of different policy options and for diverse analysis of macroeconomic and financial challenges facing developing countries in particular. In applying the lesson, the subprogramme will issue follow-ups to its research, similar to the April 2020 update to the *Trade and Development Report*, in situations in which the global macroenvironment has experienced a major shock that warrants such activities. In 2020, the feedback received from member States and from civil society on the relevance of these types of activity was extremely positive and the subprogramme has demonstrated its capacity to swiftly update its research to reflect new and emerging economic realities.

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

10.43 This work is expected to contribute to the objective, as demonstrated by diminished risk and severity of debt issues in developing countries through the proposal of multilateral measures for debt alleviation and a fairer debt rescheduling framework, with at least 30 developing countries continuing to build their debt management capacity (see table 10.5).

Table 10.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	Developing countries are provided with analysis of the current challenges to their debt sustainability and a platform for discussion on improving the global debt restructuring mechanism	Debt issues and policy measures are advanced through proposals and initiatives by representatives of developing countries, including through a global initiative on debt relief for developing countries proposed by the Prime Minister of Pakistan based on the subprogramme's work as presented in the <i>Trade and Development Report 2020</i>	Debt issues are further advanced in international forums through the organization of an international debt conference with the participation of representatives from at least 40 countries and international institutions to discuss further measures for debt relief	The risk and severity of debt issues in developing countries are diminished through the proposal of multilateral measures for debt alleviation and a fairer debt rescheduling framework, with at least 30 developing countries continuing to build their debt management capacity

**Legislative mandates**

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

*General Assembly resolutions*

66/188	Addressing excessive price volatility in food and related financial and commodity markets	75/126 75/205	Assistance to the Palestinian people External debt sustainability and development
72/227	Role of the United Nations in promoting development in the context of globalization and interdependence	75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
74/205	Financial inclusion for sustainable development	75/225	Towards a new international economic order
75/20	Committee on the Exercise of the Inalienable Rights of the Palestinian People		

**Deliverables**

10.45 Table 10.6 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 10.6

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>8</b>	<b>10</b>	<b>8</b>
1. Reports for the General Assembly, including on external debt sustainability and development, assistance to the Palestinian people, the economic cost of occupation for the Palestinian people and the situation of and assistance to Palestinian women	5	4	5	4
2. Report of and background documents for the fifteenth session of UNCTAD	1	–	–	–
3. Reports for the Trade and Development Board, including on financing for development issues and on UNCTAD assistance to the Palestinian people, and the overview of the <i>Trade and Development Report</i>	3	2	3	2
4. Reports for the Trade and Development Commission and the Investment, Enterprise and Development Commission	1	1	1	1
5. Reports for the Intergovernmental Group of Experts on Financing for Development	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>43</b>	<b>13</b>	<b>24</b>	<b>18</b>
6. Meetings of the General Assembly (Second Committee) and the Economic and Social Council and its subsidiary bodies	4	4	4	4
7. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	25	1	–	–
8. Annual and executive sessions of the Trade and Development Board	3	3	3	3
9. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
10. Meetings of the Trade and Development Commission and related multi-year expert meetings	3	3	3	3
11. Meetings of the Intergovernmental Group of Experts on Financing for Development	6	–	6	6
12. Debt Management Conference	–	–	6	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>19</b>	<b>19</b>	<b>19</b>	<b>17</b>
13. Project on enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
14. Project on trade in services development for the member countries of the West African Economic and Monetary Union	1	1	1	–
15. Project on development policies for sustainable economic growth in Southern Africa	1	1	1	–
16. Projects on installation, update and maintenance of the Debt Management and Financial Analysis System	15	15	15	15
17. Project on measuring illicit capital flows in sub-Saharan Africa (jointly with the United Nations Office on Drugs and Crime and the Economic Commission for Africa)	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>126</b>	<b>136</b>	<b>126</b>	<b>145</b>
18. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations; sovereign borrowing and lending; and globalization, trade and development	30	30	30	28
19. Ad hoc expert discussions, including on inclusive growth and the Sustainable Development Goals and the interdependence between trade, finance, investment, technology and macroeconomic policies	6	6	6	7
20. Debt Management and Financial Analysis System training courses for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	90	100	90	110
<b>Publications</b> (number of publications)	<b>11</b>	<b>9</b>	<b>10</b>	<b>10</b>
21. <i>Trade and Development Report</i>	1	1	1	1
22. <i>UNCTAD Handbook of Statistics</i>	1	1	1	1
23. <i>SDG Pulse</i>	1	1	1	1
24. <i>Development and Globalization: Facts and Figures</i>	1	–	–	–
25. Studies, including on external debt, financial crises in developing countries, international financial architecture, Palestinian economic development, South-South cooperation and regional integration	7	6	7	7
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>18</b>	<b>12</b>	<b>12</b>
26. Policy and statistical briefs on macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	6	6	6	5
27. Economic and maritime statistical country profiles	2	2	2	2
28. Debt Management and Financial Analysis System documentation and software	3	5	3	3
29. Training materials on debt management	1	4	1	2
30. Paper on illicit financial flows prepared and submitted to the Second Committee upon the request of member States	–	1	–	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to policymakers, including on domestic resource mobilization, structural transformation, growth policy (Group of 20), debt renegotiation at the Paris Club, financial instability, debt sustainability and statistical capacity in the area of trade and development.				
<b>Databases and substantive digital materials:</b> UNCTAD financial database; world economic macro-level modellers database; UNCTAD statistical data centre, with approximately 250,000 users, 500,000 sessions, and 8 million page views annually; and financial stress and debt sustainability indicators.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> lectures and presentations on external debt, development finance and macroeconomic and development policy issues; and electronic newsletters and brochures on the Debt Management and Financial Analysis System and the Virtual Institute.				
<b>External and media relations:</b> press releases, press conferences and interviews, including on developing country debt and external financing, South-South cooperation and regional integration and assistance to the Palestinian people.				
<b>Digital platforms and multimedia content:</b> Debt Management and Financial Analysis System; Virtual Institute; and UNCTADstat.				



## Subprogramme 2 Investment and enterprise

### Objective

10.46 The objective, to which this subprogramme contributes, is to advance inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation.

### Strategy

10.47 To contribute to the objective, the subprogramme will continue to assist member States through research, policy analysis and technical assistance to design and implement active policies at both the national and international levels, ensuring enhanced investment and entrepreneurship for sustainable development. This will help member States to make progress towards achieving the Sustainable Development Goals, particularly Goals 1, 8, 10 and 17, as well as all other Goals, through the scaling up of the mobilization of public and private finance towards Goal-related sectors. The subprogramme will also monitor, assess and analyse regional and global trends and prospects in international investment and prepare the annual *World Investment Report* and other analytical publications on international investment for development. The subprogramme will also conduct reviews of national investment policies and will backstop policy dialogue on the international investment agreement regime and support and design new international investment agreements that are better aligned with nationally and internationally agreed development objectives. The subprogramme will also advise Governments on investment promotion, business facilitation and innovative financing for the Sustainable Development Goals, including through stock exchanges and institutional funds. Furthermore, the subprogramme will also help member States enhance the international competitiveness of their enterprises through enterprise policies aimed at stimulating enterprise development, as well as by promoting best practices in corporate social responsibility and accounting and reporting. In addition, the subprogramme will also foster dialogue and an exchange of best practices related to investment and enterprise development issues through consensus-building mechanisms and the World Investment Forum.

10.48 The subprogramme plans to support member States on issues related to COVID-19 by providing an assessment of the impact of the pandemic on investment, global value chains and enterprise development, as well as policy advice, frameworks and tools during the recovery phase and beyond.

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

- (a) Increased capacity of developing countries in their efforts to close the gaps related to Sustainable Development Goals investment;
- (b) Improved ability of countries to address key and emerging issues related to investment and investment policies that promote development, including issues related to international investment agreements and their development dimension;
- (c) Additional resources leveraged and channelled towards global investment development objectives;
- (d) Enhanced understanding of enterprise development issues and ability to boost productive capacity, inclusive growth and sustainable development through enterprise development policies;

(e) Increased awareness of member States of policies, innovations and tools aimed at gaining traction and driving investment for sustainable development, resulting from increased dialogue and an exchange of best practices.

10.50 The planned support on issues related to COVID-19 is expected to result in mitigating the effect of the pandemic on the ability of member States to attract and benefit from investment for development and in fostering the recovery of their private sector.

## Programme performance in 2020

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

### Monitoring and mitigating the effects of the pandemic on investment and enterprise development

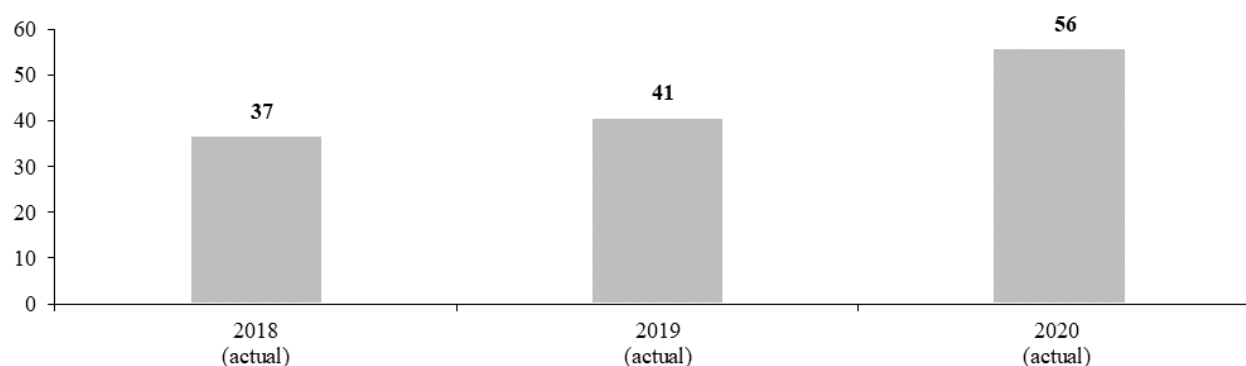
10.52 The COVID-19 pandemic is likely to have a dramatic effect on the global economy and will have a significant impact on development finance, including global foreign direct investment flows, which are forecast to decrease by up to 45 per cent in developing countries. The subprogramme has been monitoring the impact of the pandemic on investment and private sector development, as well as the implications for development. The subprogramme focused on research and policy analysis to help mitigate the impact of the pandemic, producing analyses of data, trends and investment issues to facilitate decision-making and policymaking. The subprogramme also strengthened its capacity-building programmes, allowing for the continuity of businesses, for instance, through the provision of electronic government platforms and fostering the resilience of public and private sector stakeholders. Furthermore, the subprogramme promoted the exchange of best practices among member States to improve understanding of the impact of the COVID-19 pandemic on investment and enterprise development and of related recovery policies.

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

10.53 The above-mentioned work contributed to the objective, as demonstrated by the increased number of member States availing themselves of the online tools revised and provided by the UNCTAD programme on investment and enterprise development. These online tools also enabled member States to mitigate the effect of the COVID-19 pandemic in 2020 (see figure 10.I).

Figure 10.I

**Performance measure: total number of member States using online tools developed by the United Nations Conference on Trade and Development (cumulative)**



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

10.54 Owing to the impact of the COVID-19 pandemic in 2020, the subprogramme postponed a number of meetings to 2021, such as those related to the fifteenth session of UNCTAD, including preparatory meetings, the twelfth session of the Investment, Enterprise and Development Commission and several meetings related to the World Investment Forum. The subprogramme also changed its approach to delivering workshops, resulting in an increase in the number of webinars, including on investment promotion and facilitation aimed at supporting investment promotion agencies in dealing with the economic recession, and on entrepreneurship to support small and medium-sized enterprises and entrepreneurship in the aftermath of the COVID-19 pandemic.

10.55 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective and mandates, namely, by focusing its research and policy analysis on the impact of the pandemic on investment and enterprise development, providing targeted assistance for recovery plans and fostering the exchange of best practices among countries. For instance, the *World Investment Report 2020* examined the evolution of international production and global value chains, analysed the latest developments in new policy measures for investment promotion, facilitation and regulation around the world and provided an update on investment treaties and their reform. The *Global Investment Trends* series provided regular analysis of the impact of the pandemic on global foreign directed investment and global value chains and information on investment policy responses to the pandemic. The subprogramme also provided in-depth analysis of investment in the Sustainable Development Goals, reviewed global progress and proposed possible courses of action. This resulted in reformulated deliverables regarding the facilitation of the intergovernmental process and expert bodies, as the subprogramme coordinated the response of the United Nations system in the area of external financing and job growth and provided substantive backstopping for the summit and ministerial meetings on financing for development in the era of COVID-19 and beyond. The modified and new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

### **Result 1: a favourable and enabling environment for investing in the Sustainable Development Goals<sup>3</sup>**

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

10.57 The subprogramme has continued to assist member States in catalysing investment in support of sustainable development and in sectors related to the Sustainable Development Goals. In particular, the subprogramme continued to review global investment trends in key Goal-related sectors, including foreign direct investment and project finance, updating the data presented in the first *Sustainable Development Goals Investment Trends Monitor*, issued in 2019. Although progress on investment in the Goals is now evident across 6 out of 10 Goal-related sectors, overall

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

growth is falling well short of requirements. In responding to the need for a more systematic approach to mainstream the Goals into national investment policy frameworks and the international investment agreements regime, the subprogramme presented a set of six policy packages aimed at spurring further private sector investment in the Goals. The subprogramme also provided capacity-building assistance to member States aimed at mainstreaming the Goals into their investment policies and continued to provide concrete recommendations for the promotion and advancement of investment in sustainable development, including through the development of pipelines of bankable projects aimed at attracting investment in Goal-related sectors and bankable Goal-related projects. The subprogramme also partnered with other institutions to facilitate the scaling up of pharmaceutical manufacturing capacities in developing countries to diversify their production and contribute to their global manufacturing capacity, and continued to promote investment in the Goals through global platforms, such as satellite events of the World Investment Forum.

10.58 The above-mentioned work contributed to 82 per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Goal-related sectors, which exceeded the planned target of 80 per cent reflected in the proposed programme budget for 2020.

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

10.59 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 support member States in mainstreaming the Goals into their investment and private sector development strategies. The expected progress is presented in the performance measure below (see table 10.7).

**Table 10.7**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Countries reporting gaps in awareness, understanding and implementation capacity among policymakers and investment practitioners on investment policies and instruments to attract investment in Sustainable Development Goals-relevant sectors	Frameworks and tools on attracting investment in Sustainable Development Goal-relevant sectors start being used by beneficiaries	Eighty-two per cent of beneficiaries from UNCTAD assistance report on the successful implementation of recommendations, strategies and policies aimed at attracting investment in sectors relevant to the Sustainable Development Goals	Eighty per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Sustainable Development Goals-relevant sectors (the number of beneficiary countries over the year to increase)	Eighty-five per cent of beneficiaries of UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aimed at attracting investment in Sustainable Development Goals-relevant sectors (the number of beneficiary countries to increase over the year)

<sup>a</sup> 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: an investment chain to bridge the Sustainable Development Goal financing gap<sup>4</sup>**

### **Programme performance in 2020**

10.60 The subprogramme has broadened its global investment chain approach, which engages the entire spectrum of investment-development stakeholders. This includes policymakers and investment treaty negotiators, investment promotion agencies, central banks, stock exchanges and sovereign wealth fund managers, as well as multinational enterprises, small and medium-sized enterprises, family businesses and special economic zones and the upstream and downstream of the investment chain, with the objective of bridging the financing gap for the Sustainable Development Goals. The subprogramme engaged in several initiatives aimed at enabling a reorientation of financial markets to fully integrate sustainability, creating new Goal-related investment compacts and changing the business mindset. These included engaging in a new institutional investment workstream, carrying out research and policy analysis on how sustainable finance and long-term institutional investment can be leveraged to contribute to a more sustainable and inclusive economy and launching a new framework that can be used by institutional investors and asset managers to act on sustainability in line with their operational models and strategic priorities. Furthermore, the subprogramme launched a family business for sustainable development initiative to further mobilize firms to embed sustainability in their business strategies and serve as a model for galvanizing business uptake of support for the Goals. The initiative's family business sustainability pledge was signed by 280 family businesses to promote a more purpose-driven business model and developed a full set of sustainability indicators for family businesses.

10.61 The above-mentioned work contributed to 668 individual investment stakeholders adhering to UNCTAD principles and recommendations, which exceeded the planned target of 651 reflected in the proposed programme budget for 2021.

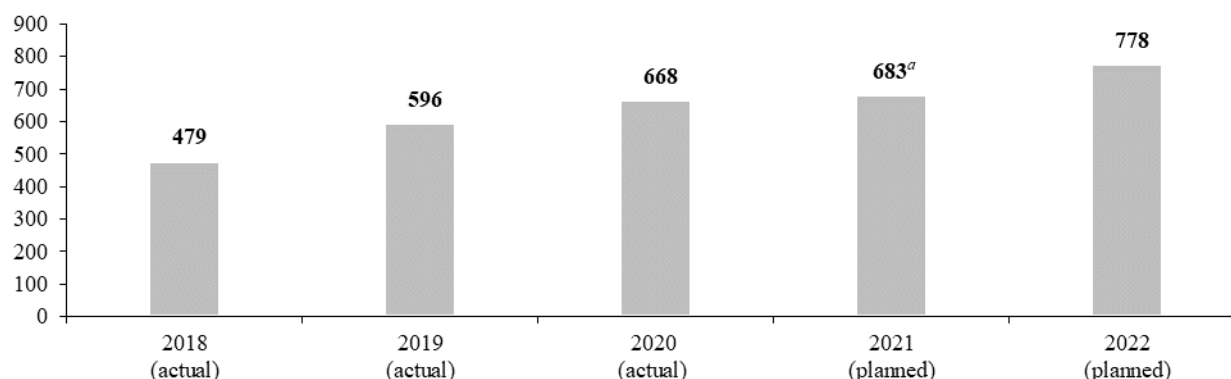
### **Proposed programme plan for 2022**

10.62 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 broaden and engage the entire spectrum of investment-development stakeholders and mobilize them for investing in the Goals. The expected progress is presented in the performance measure below (see figure 10.II).

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

Figure 10.II

**Performance measure: total number of individual investment stakeholders adhering to United Nations Conference on Trade and Development principles and recommendations**



<sup>a</sup> 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: investment and enterprise development for recovery and resilience**

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

10.63 Despite some progress in specific Sustainable Development Goal-related sectors, global investment remains far from the target of bridging the Goal-related investment gap. Furthermore, the COVID-19 pandemic could have a substantial impact on Goal-related investment given the restrictions on cross-border capital flows in developing countries. Preliminary research by the subprogramme suggests that there could be a risk that progress made in Goal-related investment in the past few years might be undone.

#### *Lessons learned and planned change*

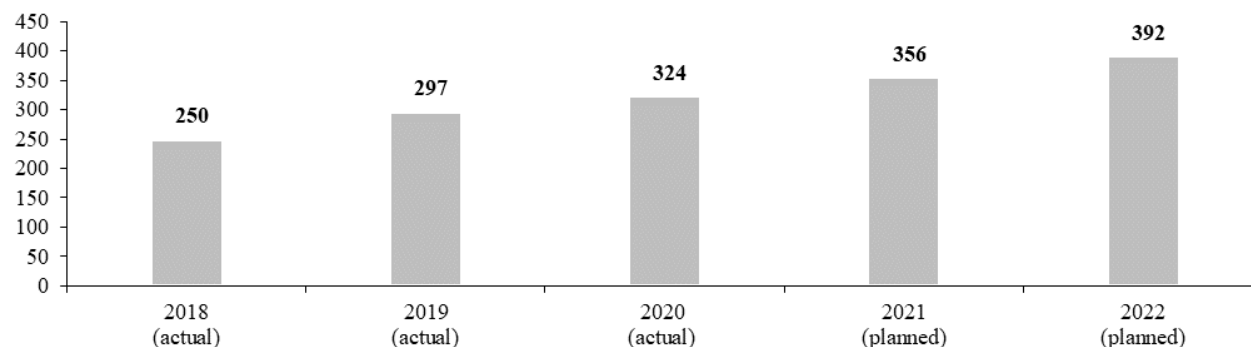
10.64 The lesson for the subprogramme was that the perfect storm of economic, social and political shocks generated by the pandemic proved to have significant implications in a longer-term context of transformation for international production and triggered increased demand by member States for customized advisory services. This made the subprogramme realize the importance of its advisory services in the context of COVID-19 pandemic and required the subprogramme to work with its partners and member States to assess the financial needs deriving from the pandemic and to contribute to the effort to mobilize new resources necessary for recovery, while promoting investment and enterprise frameworks conducive to inclusive and sustainable reconstruction. In applying the lesson, the subprogramme will aim to foster new forms of partnerships and sustainability-themed financial instruments to mobilize new resources in support of pandemic recovery and sustainable development.

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

10.65 This work is expected to contribute to the objective, as demonstrated by the increased number of public and private sector stakeholders, including sustainability-themed funds, reporting the integration of UNCTAD tools related to investment for sustainable development, such as the Investment Policy Framework for Sustainable Development and the guidance on core indicators, into their activities (see figure 10.III).

Figure 10.III

**Performance measure: total number of stakeholders integrating United Nations Conference on Trade and Development tools related to investment for sustainable development developed by the subprogramme into their activities (cumulative)**



## Legislative mandates

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

### General Assembly resolutions

<a href="#">75/207</a>	Promoting investments for sustainable development	<a href="#">75/211</a>	Entrepreneurship for sustainable development
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## Deliverables

10.67 Table 10.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.8

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>
1. Report of the Secretary-General to the General Assembly on entrepreneurship for sustainable development	1	2	1	1
2. Report of and background documents for the fifteenth session of UNCTAD	1	—	—	—
3. Reports for the Trade and Development Board on investment for development	1	1	1	1
4. Reports for the Investment, Enterprise and Development Commission and related expert meetings	4	2	4	4
5. Reports for the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	3	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>68</b>	<b>21</b>	<b>24</b>	<b>24</b>
6. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	1	—	—
7. Meetings of the Trade and Development Board	2	3	2	2
8. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
9. Meetings of the Investment, Enterprise and Development Commission and related expert meetings	14	2	14	14
10. Meetings of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	6	6	6	6
11. Meetings of the World Investment Forum	20	5	—	—
12. Meetings of the Initiative on Financing for Development in the Era of COVID-19 and Beyond	—	2	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>52</b>	<b>68</b>	<b>60</b>	<b>60</b>
13. Projects on regional investment issues analysis	3	3	3	3
14. Projects on investment policy reviews and investment facilitation enhancement	8	12	8	8
15. Projects on special economic zones	—	—	2	2
16. Projects on international investment agreements	8	8	8	8
17. Projects on investment promotion and facilitation	3	3	3	3
18. Projects on intellectual property rights for development	—	—	1	1
19. Projects on investment guides	4	4	2	2
20. Projects on business facilitation	10	16	10	10
21. Projects on enterprise development and business linkages	4	4	3	3
22. Entrepreneurship Development Programme (EMPRETEC) projects	5	5	6	6
23. Projects on accounting and reporting	2	8	3	3
24. Projects on the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals	5	5	5	5
25. Projects on institutional investors	—	—	2	2
26. Projects on family businesses	—	—	2	2
27. Projects on responsible investment	—	—	2	2
<b>Seminars, workshops and training events (number of days)</b>	<b>107</b>	<b>123</b>	<b>107</b>	<b>107</b>
28. Seminars on foreign direct investment, its development dimension and the themes of the <i>World Investment Report</i>	6	7	6	6
29. Training workshops on best practices in national and international policies related to investment	8	8	4	4
30. National workshops on investment policy reviews, follow-up and investment facilitation enhancement	10	6	14	14
31. Training workshops on international investment statistics and survey methodologies	5	5	5	5
32. Ad hoc expert discussions on key foreign direct investment issues	3	4	3	3
33. Training workshops on investment promotion and facilitation for policymakers, investment promotion officials and diplomats	14	14	10	10
34. Training workshops on the negotiation, implementation and reform of international investment agreements	15	16	15	15
35. Ad hoc expert discussions on investment policies for sustainable development	4	4	4	4
36. Training workshops on intellectual property for development	10	10	10	10
37. Training workshops on enterprise development policies	16	22	16	16
38. Training seminars on accounting and sustainability reporting	6	7	6	6
39. Workshops and seminars on responsible investment issues	4	9	4	4
40. Ad hoc expert discussions on enterprise competitiveness issues	6	11	6	6
41. Seminars on institutional investors and sustainable development	—	—	2	2



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
42. Ad hoc expert discussions on family businesses	–	–	2	2
<b>Publications</b> (number of publications)	<b>25</b>	<b>31</b>	<b>25</b>	<b>25</b>
43. <i>World Investment Report</i> and its overview	2	2	2	2
44. Publications on investment issues for development, including the <i>Transnational Corporations Journal</i> , best practices and lessons learned in foreign direct investment in the least developed countries, and responsible investment	7	10	7	7
45. Publications on investment policies for development, including <i>Investment Policy Facilitation Enhancements</i> , <i>Investment Policy Reviews</i> and <i>Investment Policy Monitors</i>	9	10	9	9
46. Publications on investment promotion and facilitation, including on investing in Sustainable Development Goal sectors	3	4	3	3
47. Publications on enterprise development, including on the recovery of micro-, small and medium-sized enterprises from the pandemic	2	2	2	2
48. Publications on accounting and reporting, including the annual series on <i>International Accounting and Reporting Issues</i>	2	3	2	2
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>9</b>	<b>13</b>	<b>13</b>
49. <i>Global Investment Trends Monitor</i> (series), including the <i>Sustainable Development Goals Investment Trends Monitor</i>	–	–	4	4
50. Investment guides	2	1	2	2
51. Reports on measures affecting international investment	2	2	2	2
52. International investment agreement issues notes	2	2	2	2
53. Policy briefs on intellectual property rights for development	2	2	1	1
54. Training materials on enterprise development and business linkages	1	2	1	1
55. Report on annual Ambassadors Round Table	–	–	1	1

### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services to developing countries, including on formulating policies to attract foreign direct investment for development; statistics and analysis on international investment, including responsible investment; advisory services to all member States, upon request, including on national policies and international investment agreements and sustainable development, as well as investment promotion and facilitation, intellectual property rights, entrepreneurship and enterprise development and business facilitation, including with a focus on the most vulnerable groups, accounting and reporting standards; and advocacy and advisory services to some 200 investment promotion agencies, special economic zones and other stakeholders in the global investment chain and EMPRETEC centres with a specific focus on the impact of the pandemic on investment and enterprise development, especially in the light of the Sustainable Development Goals and Agenda 2030 and ways to facilitate resilience and recovery.

**Databases and substantive digital materials:** databases on foreign direct investment, national policies and international investment agreements.

### D. Communication deliverables

**External and media relations:** International Standards of Accounting and Reporting updates; EMPRETEC newsletters and newsletters on responsible investment; World Investment Forum report reaching more than 6,000 participants; booklets; and newflashes.

**Digital platforms and multimedia content:** Global Enterprise Registration portal; and Investment Policy Hub, with in excess of 150,000 users annually.

### **Subprogramme 3**

#### **International trade and commodities**

#### **Objective**

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

#### **Strategy**

10.69 To contribute to the objective, the subprogramme will continue to promote the implementation of relevant measures and policies by developing countries to support better integration of and realization of the benefits from the international trading system through the mechanisms of the three main pillars of the work of UNCTAD (research and analysis; consensus-building; and technical cooperation), including through the provision of contributions on international trade as an engine for development to the report of the Inter-Agency Task Force on Financing for Development, *The Sustainable Development Goals Report*, *World Tariff Profiles* and the *World Economic Situation and Prospects*. The subprogramme will continue to support trade and the trade-related decision-making of developing countries to better deal with the impacts of subsidies, tariffs and non-tariff measures, helping them to make progress towards achieving Goal 17. Further, the subprogramme will continue to enhance the implementation of measures by member States to integrate beneficially into the international trading system at the regional and international levels, including by providing tailored interventions to countries in their engagement in different phases of negotiations, providing analysis to facilitate the evaluation of alternative scenarios and assisting national officials at all stages of the WTO accession process. In addition, the subprogramme plans to provide capacity-building support for commodity-dependent developing countries to address trade and development problems associated with the commodity economy, including commodity dependence. Furthermore, the subprogramme will promote the design and implementation of trade, environment and sustainable development objectives and creative economic strategies and enhance the adoption, improvement and enforcement of national and regional competition and consumer protection legislation, through the provision of best practices, guidelines and peer reviews, which will help member States make progress towards Sustainable Development Goals 8, 10, 12, 14, 15 and 17. Furthermore, the subprogramme will continue to act as the focal point for gender mainstreaming in trade policies, strengthening the capacity of member States to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade through specific country and region-based activities and helping them make progress towards Goals 1, 5, 8 and 17.

10.70 The subprogramme plans to support member States on issues related to COVID-19 by continuing to monitor and analyse the effects of the global pandemic on manufacturing and international trade, including by providing specific policy recommendations for a better recovery in specific sectors, such as the global tourism industry and the oceans economy. The subprogramme also plans to support countries in identifying the set of measures and actions most appropriate to addressing key economic sectors affected by COVID-19, including through market studies and competition impact assessments of incentives and exemptions. The subprogramme will continue to address the gender perspective of the recovery of trade from the pandemic, given that the negative outcomes of economic crises disproportionately

affect women and girls, increasingly so when the crises are also related to public health.

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

- (a) Streamlining of non-tariff measures and, where appropriate, the elimination or reduction of non-tariff measures in international trade, including unilateral measures, where they may act as unnecessary trade barriers, and strengthened trade and trade-related decision-making by developing countries;
- (b) More countries achieving positive development outcomes in relation to increased trade integration and activity;
- (c) Improved capacity to seize opportunities emerging from commodity trade and enhanced international and regional cooperation;
- (d) More countries adopting, revising or implementing competition and consumer protection legislation and institutional frameworks;
- (e) Member States harnessing opportunities related to trade in environmentally preferable products, including the biotrade and creative industries, and increasing capacities to assess the economic potential of ocean-based sectors and devise integrated sustainable use and trade action plans;
- (f) Improvements in the capacity of member States to identify and address gender-specific trade barriers and gender-specific obstacles on the supply side.

10.72 The planned support on issues related to COVID-19 is expected to result in mitigating the effect of the pandemic on the ability of member States to benefit from international trade and in fostering the recovery of the trade sectors.

## **Programme performance in 2020**

10.73 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 services sectors of developing countries**

10.74 For many years, UNCTAD has been emphasizing the importance for developing countries of strengthening and diversifying their service sectors. While services, in particular infrastructure services, improve value addition in other economic sectors, promote employment and facilitate trade in manufacturing and agriculture, many Governments in developing countries, including least developed countries and economies in transition, face challenges in identifying and addressing the services-related needs of the domestic economy. The work of the subprogramme on services policy reviews provides policymakers from developing countries with a comprehensive list of policy options to enhance their services sectors, covering multiple sectors and quantified to provide policymakers with a sound basis on which to formulate or reformulate strategies and policies related to the development of their services sectors in general or of specific subsectors. Since services sectors on which developing economies and the least developed economies are dependent, such as tourism, hospitality and care services, have been significantly affected by the pandemic, services policy reviews play an important role in the recovery process, particularly in developing countries that aim to diversify their services sectors away from traditional personal services and towards services necessary for increasing productivity and competitiveness in manufacturing sectors. In 2020, several services policy reviews concerning countries in Africa, such as Lesotho, Morocco, Rwanda

and Uganda, as well as the Economic Community of West African States (ECOWAS) region, provided useful means of engaging with member States on their intended services commitments that were scheduled to be presented to the African Union by the end of 2020. In 2020, the subprogramme undertook a services policy review for the ECOWAS region. This comprehensive review addressed 13 sectors, including banking and other financial services, insurance and insurance-related services, telecommunications services, road transport services, air transport services, tourism services and energy services, and made 79 services sector-specific recommendations covering them. The review for ECOWAS, the first exercise of its kind conducted for a regional economic organization, had been endorsed by the ECOWAS ministerial conference held in December 2019, along with an ECOWAS services market blueprint for action to be achieved by 2030.

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

10.75 The above-mentioned work contributed to the objective, as demonstrated by the strengthened capacity of 23 developing countries, including 15 in the ECOWAS region, to implement specific services policy measures and actions on the ground to adapt their national services trade in a rapidly evolving trading environment and post-pandemic recovery period, as a result of services policy reviews (see table 10.9).

Table 10.9

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Member States have an increased understanding of the importance of service economies through analysis and capacity-building activities provided by the subprogramme	Services policy reviews available for member States in the ECOWAS region to implement specific services policy measures and actions on the ground, to adapt their national services trade	23 developing countries equipped to initiate updates of existing services policies, including 15 member countries of ECOWAS that were equipped with policy options and recommendations in seven services sectors (energy, accounting, legal, architectural, cultural, education and construction and related engineering) presented in the services policy reviews provided by the subprogramme

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

10.76 Owing to the impact of the COVID-19 pandemic in 2020, the subprogramme postponed or cancelled a number of deliverables, including meetings and technical assistance events, along with publications related to those events. Due to the postponement of the fifteenth session of UNCTAD to 2021, most related meetings of the subprogramme were accordingly postponed. Further, the Multi-Year Expert Meeting on Commodities and Development scheduled to be held in October 2020 was postponed to 2021, along with the relevant publication outputs, due to concerns about connectivity problems in developing countries that would prevent them from effectively participating in a virtual meeting. Where possible, the subprogramme changed the approach and format of capacity-building activities and events to an online format, including thematic expert meetings and webinars on competition policy and consumer protection, as well as events on biotrade and the oceans economy, the latter of which was replaced by a webinar organized with partners on World Oceans Day.

10.77 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme produced several analysis pieces to highlight the impacts of the pandemic on specific sectors or economies, such as the services sector, women and vulnerable groups, the oceans economy, competition and consumer policies, restrictive trade practices in personal protective equipment markets and the tourism industry, highlighting the vulnerabilities of many developing countries to such shocks and outlining appropriate policy recommendations. “Global trade update 2020”, issued quarterly to present trends and short-term forecasts for world trade, provided preliminary forecasts of global trade, depending on how the pandemic might evolve, and gave special attention to pandemic-related medical supplies (personal protective equipment, disinfectants, diagnostic kits, oxygen respirators and other related hospital equipment). The subprogramme also analysed the salience of commodities in the merchandise trade of Commonwealth members and estimated the impact of pandemic-induced trade disruptions on commodities exports to five main markets: Australia, China, the United Kingdom of Great Britain and Northern Ireland, the United States of America and the European Union.

## **Planned results for 2022**

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

### **Result 1: unleashing the potential of women informal cross-border traders<sup>5</sup>**

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

10.79 In response to a request from three member countries (Malawi, United Republic of Tanzania and Zambia) involved in activities related to women cross-border traders during the 2016–2019 period, the subprogramme launched, in October 2020, a new set of activities devoted to training women involved in informal and/or small-scale cross-border trade on entrepreneurship development and on trade rules and customs procedures. This work is part of the global initiative towards post-pandemic recovery for the micro-, small and medium-sized enterprises sector. Activities are being replicated at the same borders covered by the previous intervention, since the overall initiative is aimed at providing an immediate response in the context of the COVID-19 situation. Furthermore, the pilot training programme delivered at six border areas in Malawi, the United Republic of Tanzania and Zambia is expected to be replicated at other border posts and possibly in a different region, building on its positive results.

10.80 The above-mentioned work contributed to the shift of women traders from informal to formal trade channels to conduct cross-border trade activities and encouraged the formalization of businesses, as a precondition for diversifying and expanding businesses and moving from subsistence to sustainability. Of the 147 women traders who participated in the training activities, the majority confirmed that the knowledge acquired during the training about border rules and procedures and rights and obligations made them more confident to cross borders (99 per cent), which contributed to their intention and ability to formalize their businesses (98 per cent). This met the planned target of having more than half of the women trained able to

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

take steps to switch to formal trade channels and have a good understanding of how to scale up and/or diversify their businesses reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

10.81 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 expand its training activities on entrepreneurship development and on traders' rights and obligations devoted to women informal and/or small-scale cross-border traders to other borders in sub-Saharan Africa and possibly other developing regions. The expected progress is presented in the performance measure below (see table 10.10).

Table 10.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Lack of awareness by women informal traders about border procedures, documentation requirements and rights and obligations, and lack of basic entrepreneurial skills	Increased awareness by women traders about border procedures, documentation requirements and rights and obligations, and increased knowledge of basic entrepreneurial skills. Benefits also to customs officers attending training on trade rules and procedures	144 out of 147 women trained have gained the ability to formalize their businesses and understanding of how to scale up and/or diversify their businesses	At least two more countries in sub-Saharan Africa express interest in replicating the approach and implementing the training programme for women in informal cross-border trade	At least two more countries in sub-Saharan Africa or in other developing regions take steps to replicate the approach and implement the training programme for women in informal cross-border trade

<sup>a</sup> 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: oceans economy – supporting small island developing States and coastal developing countries in realizing economic benefits from the sustainable use of marine resources<sup>6</sup>

#### Programme performance in 2020

10.82 In the process of supporting small island developing States and coastal developing countries, UNCTAD and the Division for Ocean Affairs and the Law of the Sea organized a total of 12 stakeholder and validation dialogue field missions for 261 participants, of which 42 per cent were women, over the past three years. In 2020, UNCTAD also organized four online multilateral conferences dedicated to assessing challenges to and opportunities for the oceans economy brought about by the COVID-19 pandemic, the potential of oceans-related biotrade, impacts on human settlements and coastal tourism, and trade in plastics, sustainability and development. This was complemented by a stakeholder workshop on tuna value chains, organized

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

in Barbados in early 2020, and online training on experiences with the use of traceability systems and collective trademarks, organized for Costa Rica.

10.83 The above-mentioned work contributed to increased capacity in member States to formulate national oceans economy and trade strategies, including the production of the oceans economy and trade strategy of Belize and Costa Rica, with a focus on developing an action plan to enable sustainable trade in the tuna, spiny lobster, queen conch and coastal fish value chains, which exceeded the planned target of increased capacity in member States to formulate national oceans economy and trade strategies reflected in the proposed programme budget for 2021.

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

10.84 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 organize the fourth Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14 to identify actions and realign efforts for progress and compliance with the trade-related targets of Goal 14 in the light of the post-pandemic scenario, and will continue to assist member States in developing their oceans economy and trade strategies. The subprogramme also plans to develop at least two oceans-related biotrade value chain assessments for selected species and a regional action plan by 2022. The expected progress is presented in the performance measure below (see table 10.11).

Table 10.11  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Member States have an increased understanding of the importance of national oceans economy and trade strategies, including as a result of the second Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14	Member States have increased interest and are better supported in formulating national oceans economy and trade strategies, including as a result of the United Nations Trade Forum	Member States have increased their capacities to formulate national oceans economy and trade strategies as a result of the subprogramme's activities, including two member States (Belize and Costa Rica) which formulated such a strategy	At least two member States adopt national oceans economy and trade strategies	Member States identify actions and realign efforts for progress and compliance with trade-related targets of Sustainable Development Goal 14 as a result of the Fourth Oceans Forum and at least two blue biotrade value chain assessments for selected species and a regional action plan are developed by the subprogramme

<sup>a</sup> 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: tearing down trade barriers – transparent and streamlined regulations for sustainable development**

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

10.85 Non-tariff measures, including technical regulations and traditional trade policy instruments, constitute a high cost for traders. Such costs are estimated to be about three to four times higher than those of tariffs and disproportionately affect low-income countries and small and medium-sized enterprises. The use of non-tariff measures was prominent during the COVID-19 pandemic, as a number of temporary measures were put in place by over 140 countries in pursuit of both non-trade and trade-related objectives. Key goals were related to safeguarding public health, as well as to economic concerns. A global challenge for traders is non-transparent and non-coordinated regulations. Transparency in non-tariff measures already reduces transaction costs significantly. During the COVID-19 pandemic, such measures have often been introduced in an uncoordinated fashion and without informing trade partners accordingly. Regulatory streamlining and cooperation reduce the costs further without compromising non-trade public policy objectives. Requirements that have to be met by traders are not easily accessible and regulations are often not coordinated within and between countries. Without work to address these new non-tariff measures, along with those already in place, such measures may prove to be significant barriers to any post-pandemic recovery. In responding to this, the subprogramme has developed an international classification of non-tariff measures jointly with seven international organizations (Food and Agriculture Organization of the United Nations, IMF, International Trade Centre, OECD, United Nations Industrial Development Organization, World Bank and WTO), allowing for systematic collection and dissemination of data on such measures for policymakers and traders, a precondition for trade information portals, efficient streamlining and regulatory cooperation. This was complemented by online and face-to-face training courses aimed at raising awareness about and enhancing capacity to deal with such measures. The more that up-to-date data on such measures are made available and awareness is raised among policymakers, the greater the request for transparency and the usage of data on non-tariff measures in trade portals will be. To assist in this regard, the subprogramme has been developing three relevant portals for different user groups.

#### *Lessons learned and planned change*

10.86 The lesson for the subprogramme was that regular updates of data on non-tariff measures and sustainability of the transparency initiative require the subprogramme to frequently reach out and interact with Governments and government officials. Previously, data on non-tariff measures were collected from publicly available official sources, often with little interaction with the Governments issuing the regulations. The downside of this approach was that countries were not updated regularly when external funding was not available. In applying the lesson, the subprogramme will seek stronger interactions with Governments, including by requesting their formal commitment to nominate focal points.

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

10.87 This work is expected to contribute to the objective, as demonstrated by an increased number of users, primarily government officials, researchers and traders, of data on non-tariff measures in trade portals (see table 10.12).



Table 10.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Growing awareness among member States of the high trade costs of non-tariff measures and the potential of transparency and regulatory coordination and cooperation	Increased awareness among member States of the importance of non-tariff measures for international trade. Development and improvement of non-tariff measures data portals to facilitate access to information on such measures collected by the subprogramme, specifically for developing countries	Increased use of the information published on non-tariff measures on trade portals, with 13,000 total users registered	Increased use of the information published on non-tariff measures on trade portals, with at least 1,500 additional users registered (14,500 in total)	Increased use of the information published on non-tariff measures on trade portals, with at least 2,000 additional users registered (16,500 in total)

## Legislative mandates

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

### General Assembly resolutions

35/63	Restrictive business practices	74/204	Commodities
70/186	Consumer protection	74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
71/312	Our ocean, our future: Call for action		
74/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba		
74/198	International Year of Creative Economy for Sustainable Development, 2021		

## Deliverables

10.89 Table 10.13 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 10.13

**Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>22</b>	<b>15</b>	<b>21</b>	<b>20</b>
1. Reports to the General Assembly on international trade and development and world commodity trends and prospects	1	1	2	1
2. Report of and background documents for the fifteenth session of UNCTAD	1	1	–	–
3. Reports on trends in trade and on trade regulations and sustainability standards and ad hoc reports on commodities trends and prospects for the Trade and Development Board	2	2	2	2
4. Background documentation for the Trade and Development Commission and for related expert meetings, including on non-tariff measures and sustainability standards	8	1	7	7
5. Reports of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>64</b>	<b>33</b>	<b>33</b>	<b>33</b>
6. Meetings of the General Assembly (Second Committee)	2	2	2	2
7. Meetings of the Economic and Social Council	–	–	–	–
8. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	10	–	–
9. Annual and executive sessions of the Trade and Development Board	2	2	2	2
10. Meetings of the Working Party on the Programme Plan and Programme Performance	2	3	2	2
11. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	23	5	16	16
12. Meetings of the annual sessions of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
13. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>21</b>	<b>27</b>	<b>24</b>	<b>20</b>
14. Capacity-building projects, including on services, trade and inclusive growth, competition and consumer protection laws and policies, sustainability standards, regional and multilateral trading negotiations, multilateral trading negotiations on boosting intra-African trade, in particular in the least developed countries, and dispute settlement and commercial diplomacy	9	9	13	9
15. Project on collecting, monitoring, reporting and disseminating data on non-tariff measures	1	4	1	1
16. Projects on generalized and global systems of trade preferences, on trade, the environment and development and on assistance to commodity-dependent countries in achieving greater diversification and value addition	8	11	8	8
17. Projects to assist developing countries in acceding to WTO, formulating development-oriented trade policies and strengthening the creative economy	3	3	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>124</b>	<b>124</b>	<b>125</b>	<b>108</b>
18. Seminars for policymakers on the World Integrated Trade Solution, the Trade Analysis and Information System and non-tariff measures, sustainability standards, preferential trading arrangements, WTO accession, services policies and frameworks, emerging development challenges in the international trading system and trade, international trade negotiations, the environment and sustainable development	48	54	57	50
19. Capacity-building for developing countries, in particular the least developed countries and economies in transition, on trade policy, skills for competition and consumer protection agencies, sustainability standards, and gender and trade	58	58	40	45

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
20. Workshops for supporting commodity-dependent developing countries to formulate strategies and policies and harness development gains, and respond to the challenges and opportunities of commodity markets	10	1	10	5
21. Panel discussion on the changing international trade landscape and trade costs	1	1	1	1
22. Panel discussions on challenges and opportunities of international trade for the promotion of sustainable development	2	2	12	2
23. Ad hoc expert discussion on the role of competition law and policy and on consumer protection and policy	1	1	1	1
24. Geneva Trade and Development Workshop series, held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4	7	4	4
<b>Publications</b> (number of publications)	<b>31</b>	<b>30</b>	<b>35</b>	<b>36</b>
25. Publications on trade and sector-specific publications	1	1	5	1
26. Publications on trade, multilateralism and the Sustainable Development Goals	14	14	12	17
27. Publications on trade trends and policy in the international context	9	8	8	9
28. Publications on trade, market efficiency and consumer welfare and on competition and consumer protection policies	4	4	4	6
29. Publications on trade, commodities, economic diversification and value addition	3	3	6	3
<b>Technical materials</b> (number of materials) <sup>a</sup>	<b>16</b>	<b>15</b>	<b>12</b>	<b>12</b>
30. Reports on UNCTAD work on competition and consumer protection policies and on the Global Commodities Forum	2	1	2	1
31. Handbooks and policy briefs on classification of non-tariff measures, the Generalized System of Preferences and effective competition and/or consumer protection agencies	3	3	3	3
32. <i>Manual on Consumer Protection</i>	1	1	1	1
33. Model law on competition	2	2	1	1
34. Materials on competition and consumer protection under the UNCTAD Research Partnership Platform	2	2	1	1
35. UNCTAD, WTO and International Trade Centre publication <i>World Tariff Profiles</i>	1	1	1	1
36. Trade-related aspects of the <i>Sustainable Development Goals Report</i>	1	1	1	1
37. Report of the United Nations Forum on Sustainability Standards	1	1	—	1
38. Training modules on topics in international trade negotiations	3	3	2	2

### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services on trade-related decision-making provided to five member States and two regional South-South economic integration groupings, integration into the global economy and participation in regional and multilateral trade agreements, integration of trade concerns into national trade and services policies, cooperation and partnerships for inclusive growth and sustainable development, trade and gender, developing competition and consumer protection frameworks, trade and environment issues and creative economy potential for sustainable development.

**Databases and substantive digital materials:** World Integrated Trade Solution and Trade Analysis and Information System, accessed by more than 15,000 users annually.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** United Nations Forum on Sustainability Standards; Global Commodities Forum; multi-stakeholder meeting on commodities and development; Global Services Forum; Non-Tariff Measures Week; BioTrade Congress; event on trade and gender; event on illicit trade reaching an audience of more than 300 people; event on the creative economy; lectures and exhibits on issues related to the work of the subprogramme; newsletters on the Generalized System of Preferences and on UNCTAD work on competition and consumer protection; brochures and flyers on trade and gender and on commodity policy research and implementation and projects; and booklets and fact sheets related to the work of the subprogramme.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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**External and media relations:** press releases and op-ed pieces.

**Digital platforms and multimedia content:** proceedings of meetings conducted by the subprogramme; online training course on non-tariff measures completed by approximately 300 people annually; interactive tools related to national competition and consumer protection laws, commercial diplomacy and dispute settlement; UNCTAD, WTO and International Trade Centre website on trade-related Sustainable Development Goals and indicators; electronic version of the model law on competition; and teaching package on trade and gender.

<sup>a</sup> The deliverable “UNCTAD, Department of Economic and Social Affairs of the Secretariat and regional commissions reports *World Economic Situation and Prospects*” was removed, as it represented a contribution by UNCTAD to the output of another programme, as opposed to an UNCTAD output.

## Subprogramme 4 Technology and logistics

### Objective

10.90 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, improve trade logistics and increase human capacities for inclusive and sustainable trade and development in developing countries and economies in transition.

### Strategy

10.91 To contribute to the objective, the subprogramme will foster international policy dialogue and consensus-building, carry out research and analysis and provide technical assistance and capacity-building in the areas of technology and logistics for development. In doing so, the subprogramme will maximize synergies and cross-fertilization, building complementarities across the different issues in its portfolio of activities. In the area of science and technology, the subprogramme will foster consensus-building and policy dialogue through its work as the secretariat of the Commission on Science and Technology for Development and its contribution to the Technology Facilitation Mechanism. It will carry out research and analysis on science, technology and innovation for development through its flagship publication *Technology and Innovation Report*, as well as other reports analysing policy options in science, technology and innovation for development, including the chapter on science, technology and innovation of the report of the Inter-Agency Task Force on Financing for Development. With regard to technical assistance and capacity-building, the subprogramme will deliver science, technology and innovation policy reviews, support the implementation of technology assessment and foresight exercises in developing countries and provide inputs to the inter-agency task team on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism.

10.92 With regard to e-commerce and the digital economy, the subprogramme will foster international policy dialogue and consensus-building. This will include activities in relation to the Intergovernmental Group of Experts on E-commerce and the Digital Economy and the annual eCommerce Week, in addition to facilitation of the intergovernmental process pertaining to those issues. The subprogramme will also carry out research and analysis on e-commerce and the digital economy and development, including through the flagship publication *Digital Economy Report* and other reports analysing major trends and policy options in developing countries. In addition, the subprogramme will respond to a rapidly growing number of requests for

capacity-building and technical assistance in the field of e-commerce and the digital economy from developing countries, in particular least developed countries. This will include preparing Rapid eTrade Readiness Assessments, assisting in the development of national e-commerce strategies and legal frameworks on e-commerce and undertaking the statistical measurement of e-commerce and the digital economy, as well as coordinating the multi-stakeholder eTrade for All initiative and managing the eTrade for Women initiative.

10.93 In the area of trade logistics, which covers trade facilitation, customs automation and transport, including maritime transport and port management, the subprogramme will foster international policy dialogue and consensus-building by servicing the intergovernmental machinery of UNCTAD on these issues and by contributing to the deliberations of other specialized forums, including at the regional level. It will also carry out research and analysis on trade facilitation and transport and development, including through the flagship publication *Review of Maritime Transport* and other research products analysing data, trends, challenges, legislative frameworks and policy options for developing countries to improve transport, trade facilitation and trade logistics. In addition, the subprogramme will provide technical assistance and capacity-building in the areas of trade facilitation, including customs automation and modernization through the Automated System for Customs Data (ASYCUDA), transport, including maritime transport, transit corridors and port management, and associated legislative issues. In doing so, the subprogramme will continue to address specific trade logistics challenges affecting small island developing States and landlocked countries. Finally, the subprogramme will deliver targeted training and capacity-building activities to relevant stakeholders and government experts in trade and related areas of finance, technology, investment and sustainable development. This includes the delivery of regional and Geneva-based courses on key issues on the international economic agenda and the Training Development in the Field of International Trade (TrainForTrade) programme, which is aimed at reinforcing the human capacities in developing countries on various aspects of trade and development policies, such as port management, trade statistics and other issues, including digital identity for e-commerce.

10.94 The subprogramme plans to support member States on issues related to COVID-19 by increasingly focusing on the impact of the pandemic, adaptation policy measures and economic recovery in the field of technology and logistics for development. This work will include identifying and disseminating good practices to keep trade logistics operational while containing the spread of the coronavirus, including by determining how the pandemic may transform the trade logistics and transport sector in the long term and helping developing countries to adapt accordingly. With regard to science, technology and innovation, its work will include researching and sharing policy options for protecting against and recovering from the pandemic, including in relation to the impact of the pandemic on e-commerce and the digital economy, and policies to promote e-commerce for mitigation and recovery.

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

- (a) Improved knowledge and improved international consensus on emerging challenges and good practices in science, technology and innovation policies for development;
- (b) The implementation of the outcomes of the World Summit on the Information Society and the implementation of the Technology Facilitation Mechanism;
- (c) Increased capacities of member States to harness science, technology and innovation to support their national development strategies;

(d) Increased consensus on and awareness of key trends and challenges in the digital economy for development;

(e) Strengthened capacity in developing countries and least developed countries to implement policies that harness the digital economy for development objectives, including in terms of integrating women and vulnerable groups into e-commerce and the digital economy;

(f) Enhanced trade logistics that connect beneficiary countries to international markets in a more resilient and sustainable way, while enhancing transparency and efficiency in trade, including through ASYCUDA;

(g) Improved capacity to implement trade facilitation and transport measures for sustainable development;

(h) Increased capacity of developing countries to assess, analyse and formulate policies on important issues related to the macroeconomy, trade, investment and technology, including information and communications technology, for development;

(i) Increased capacity of developing countries to plan and implement trade and development policies that are more inclusive and sustainable.

10.96 The planned support on issues related to COVID-19 is expected to result in:

(a) Enhanced capacities of beneficiary countries and improved policies in the fields of technology and trade logistics, resulting in increased resilience to pandemics and other shocks, as well as accelerated recovery from the economic impact of COVID-19;

(b) Increased understanding and capacities to mitigate the impact of pandemics through technology solutions, including e-commerce, and more resilient trade logistics in developing countries;

(c) Enhanced capacities of member States to leverage technology and trade logistics for accelerated recovery.

## **Programme performance in 2020**

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

### **Improved resilience of trade logistics during the COVID-19 pandemic**

10.98 With the outbreak of the COVID-19 pandemic, countries resorted to strict measures to contain the spread of the coronavirus at borders, seaports and airports. This greatly hindered the movement of goods, including essential food items and medicines. As part of the rapid response measures, the subprogramme offered its support and expertise in trade logistics and transit, with a special focus on least developed countries, landlocked developing countries and small island developing States, through the adoption of a coherent approach addressing complementary subsectors of trade logistics. In close dialogue with its networks of practitioners in the field, the subprogramme developed a 10-point action plan identifying best practices and recommendations in trade facilitation, representing a package of trade facilitation response measures to the COVID-19 pandemic. These recommendations were complemented by concrete steps on the ground aimed at building the capacity of member States to facilitate remote working, physical distancing and paperless environments, in order to provide uninterrupted services at borders. The subprogramme developed guidelines and provided capacity-building for customs administrations to adapt the use of ASYCUDA during the pandemic and in post-pandemic economic

recovery, and surveyed more than 100 ASYCUDA-user customs administrations to provide more tailored assistance in the specific context of the pandemic. The subprogramme also developed guidelines on best practices in port management against pandemics, disseminated through the Port Management Programme network across 60 countries, and investigated the impact of COVID-19 on maritime trade, producing near real-time data for the maritime sector to facilitate decision-making on economic policies. It also supported the preparation of a call for action to Governments to facilitate crew changeovers and remove unnecessary regulatory obstacles to maritime transport during and after the COVID-19 pandemic, including in the recovery phase and beyond. Finally, the subprogramme led the development of a “One United Nations” response to improving trade and transport facilitation connectivity during pandemics, bringing together expertise in trade facilitation and transport from across the Secretariat, including the five United Nations regional commissions.

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

10.99 The above-mentioned work contributed to the objective, as demonstrated by the use and adoption of the above guidelines and recommendations by member States during the pandemic, which has ensured the continuation of trade flows, the resilience of trade logistics, the prioritization of medical products and other essential goods in transit at borders, the reduction of duties on such goods and the increased use of electronic payments at customs to reduce the risk of the spread of the coronavirus associated with physical interactions. Other evidence includes the adoption of General Assembly resolution [75/17](#) on international cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains, in which the Assembly, following negotiations facilitated by Indonesia, which is a key global supplier of maritime labour, urged Member States to designate seafarers and other marine personnel as key workers, and requested the Secretary-General, in collaboration with the International Maritime Organization (IMO), the International Labour Organization (ILO) and UNCTAD, as well as other relevant entities of the United Nations system, to inform the General Assembly at its seventy-sixth session through the IMO report on the crew changes situation during the COVID-19 pandemic based on the work of the Seafarer Crisis Action Team and through a dedicated section of the UNCTAD *Review of Maritime Transport*. The resolution contributed to solving a global crewing crisis affecting over 2 million seafarers. The impact of the work on trade facilitation is also evidenced by the enhanced capacity of a wide range of stakeholders that participated in the Empowerment Programme for National Trade Facilitation Committees, including with regard to how to mitigate the negative impacts of the pandemic on trade facilitation (see table 10.14).

**Table 10.14**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Member States have access to tailored support at the national level in identifying their particular trade logistics needs, including the provision of relevant analysis and research; an intensive dedicated professional capacity-building programme for the members of national trade facilitation committees and their secretariats through the Empowerment Programme	Member States are supported to manage and adapt to the fast-evolving trends that are shaping trade patterns and defining the operating landscape of the overall trade logistics sector, in a holistic, efficient and effective manner  Member States have utilized research and analytical work, consensus-	Member States are addressing the pandemic-related challenges in trade logistics by using and adapting a set of holistic guidelines and recommendations developed by the subprogramme, covering the entire spectrum of trade logistics sectors, and ensuring the continuation of trade flows, including by addressing the challenges faced by over 2 million

2018 (actual)	2019 (actual)	2020 (actual)
for National Trade Facilitation Committees; support for port communities in developing countries in delivering more efficient and competitive port management services to increase trade flows, through the TrainForTrade Port Management Programme; and the integrated customs management system ASYCUDA	building activities and technical assistance and capacity-building initiatives, focused in particular on building regulatory and institutional capacities, to develop and strengthen policies, promote technical skills and expertise, and, ultimately, to increase their preparedness to face major shocks of any kind	seafarers as a result of the COVID-19 pandemic to support global supply chains through the adoption of General Assembly resolution <a href="#">75/17</a>

### Impact of COVID-19 on subprogramme delivery

10.100 Owing to the impact of COVID-19 in 2020, the subprogramme had to postpone some activities and several intergovernmental meetings, including the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, the sessions of the Investment, Enterprise and Development Commission and the Trade and Development Commission and meetings of the Working Group on Measuring E-commerce and the Digital Economy, as well as all technical notes and materials related to these meetings. Also, due to the fact that the programme of the Trade and Development Board of UNCTAD was modified to allow for discussions on the impact of COVID-19, specific sessions on science, technology and innovation and on digitalization were cancelled. At the same time, the subprogramme changed the approach to intergovernmental and multi-stakeholder meetings from an in-person to a virtual format, including meetings of the Commission on Science and Technology for Development, eCommerce Week and the Multi-year Expert Meeting on Transport, Trade Logistics and Trade Facilitation. These events featured dedicated sessions on COVID-19 and participants at the session of the Commission on Science and Technology for Development issued a call for technology solutions for tackling the pandemic and its impacts to be shared with developing country members. Other activities were organized online in the area of trade facilitation and in the context of the TrainForTrade and ASYCUDA programmes. The pandemic also affected the implementation of several technical assistance activities, including the delivery of regional courses on key issues on the international economic agenda, which had to be postponed to 2021 as they rely heavily on on-site face-to-face interactions and networking among beneficiaries. Planned e-commerce strategies were delayed due to the pandemic, as some workshops with Governments and other stakeholders had to be postponed. In the area of trade facilitation and transport, the number of seminars, workshops and training events was also reduced due to the pandemic since the shifting of activities online often entailed a regional grouping of planned national-level events. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

10.101 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective. The subprogramme prepared guidelines, surveys, policy briefs and other reports on the impact of the pandemic and on ways to achieve a better recovery and improve resilience through science, technology and innovation and e-commerce. The subprogramme's research on e-commerce and the digital economy and technology highlighted the need for technology solutions in dealing with the pandemic and its impacts, showing the facilitating role of digital solutions and how e-commerce has helped countries to cope with the pandemic, while stressing the need to bridge existing digital divides. Through its analysis, the subprogramme also advocated for the protection of science, technology and innovation funding



during and after the COVID-19 pandemic and explored the role of science and technology policies in COVID-19 recovery. Moreover, the subprogramme's survey of e-commerce companies and third-party platforms highlighted several key obstacles and potential remedying policy measures related to addressing the impact of the COVID-19 pandemic in developing countries. In the area of trade logistics, including trade facilitation, customs automation, maritime transport and port management, the subprogramme developed a large and coherent package of mutually reinforcing adaptation measures to reduce the spread of the coronavirus while ensuring that critical goods could move unimpeded. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: boosting digital readiness in developing countries<sup>7</sup>**

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

10.103 In 2020, the subprogramme continued its work aimed at enhancing the capacities of developing countries to harness the evolving digital economy, taking into consideration different levels of preparedness across countries. With seven new Rapid eTrade Readiness Assessments conducted in 2020 (Benin, Côte d'Ivoire, Iraq, Malawi, Mali, the Niger and the United Republic of Tanzania), the programme has now completed a total of 26 assessments. These assessments provided up-to-date diagnostics of how least developed countries and other developing countries can harness the potential of the digital revolution for e-commerce, trade and development. At the same time, through the assessments, the subprogramme identified specific needs and critical weaknesses of the national e-commerce ecosystems and proposed concrete actions for Governments to improve the situation. To accelerate the implementation of recommendations contained in the Rapid eTrade Readiness Assessments, a detailed mapping exercise to take stock of achievements to date and to identify the next steps was undertaken. In addition, the subprogramme delivered a report surveying the impact of the pandemic on e-commerce and identifying adequate policy responses, which drew on the networks and national capacities created in countries in the context of the Rapid eTrade Readiness Assessments. The subprogramme also continued to develop the eTrade for All and eTrade for Women initiatives. The eTrade for All initiative saw the inclusion of two new partners (the Commonwealth Secretariat and ILO) and supported the organization of eCommerce Week 2020, held in a virtual format, with 2,000 participants from 130 countries. In 2020, the Rapid eTrade Readiness Assessments contributed to actions related to infrastructure development (Burkina Faso, Samoa and Zambia), the development of national e-commerce strategies (Benin, Cambodia, Myanmar and Zambia) and the development or introduction of privacy and data protection regulations (Madagascar and Nepal), as well as measures in support of digital payment solutions (Lao People's Democratic Republic, Togo and Uganda) and the establishment of an e-commerce consortium in Senegal. In some regions, including those represented by ECOWAS, the East African Community and the Pacific Islands Forum, the assessments also served as a basis for developing regional e-commerce policies. In addition, close dialogue with donors resulted in more support for the subprogramme's work on

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 12)).

e-commerce and the digital economy and consideration of the expansion of the digital dimension in development assistance strategies.

10.104 The above-mentioned work contributed to specific actions undertaken by 12 countries, using the Rapid eTrade Readiness Assessments as a basis for elaborating e-commerce strategies and policies, reforming the legal and regulatory framework for e-commerce and improving their interministerial coordination and multi-stakeholder dialogues, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

10.105 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 complement assistance to national Governments with closer involvement at the regional level, thereby fostering intraregional trade and integration through e-commerce and digital trade. In addition, the subprogramme will continue its work on increasing the involvement of women digital entrepreneurs in national and regional policy dialogue and on improving the availability of statistics. The expected progress is presented in the performance measure below (see table 10.15).

Table 10.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Divides between and within countries in terms of readiness to participate in and benefit from e-commerce and the digital economy	Availability of information and tools through a multitrack approach of research and analysis, policy dialogue and technical cooperation, including the launch of new network of women in e-commerce	Twelve countries used the Rapid eTrade Readiness Assessments as a basis for elaborating e-commerce strategies and policies, reforming the legal and regulatory framework for e-commerce and improving their interministerial coordination and multi-stakeholder dialogues	Increased implementation of recommendations by member States of UNCTAD Rapid eTrade Readiness Assessments, and a growing community of women digital entrepreneurs trained under the UNCTAD eTrade for Women initiative	Increased awareness of the role of e-commerce and the digital economy in at least three regional economic communities; enhanced involvement of women digital entrepreneurs in 15 national and regional policy dialogues in 5 regions; and new initiatives implemented by 4 Governments to collect statistics on e-commerce and the digital economy for improved availability of statistics through UNCTAD assistance

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

## **Result 2: strengthened capacity of developing countries to comply with international and regional trade facilitation rules and standards<sup>8</sup>**

### **Programme performance in 2020**

10.106 The subprogramme has continued to assist in the implementation of trade facilitation reforms at both national and regional levels in alignment with the WTO Agreement on Trade Facilitation by improving the capacities of the national trade facilitation committees to fulfil their obligations under the Agreement. The subprogramme also developed a regional approach in assisting regional economic communities to implement regional protocols related to regional value chains and intraregional trade. This was implemented with the East African Community, the Economic Community of Central African States, the Caribbean Community and the Pacific Islands Forum in the case of the Pacific Agreement on Closer Economic Relations (PACER) Plus. The subprogramme also provided a rapid response to the pandemic-related needs of the national trade facilitation committees and the stakeholders involved in the logistics supply chain by developing new online training modules and information technology tools such as the reform tracker and trade information portals to enhance the coordination, monitoring and evaluation of the implementation of trade facilitation reforms. Furthermore, rapid response guidelines and advisory services on trade facilitation and health were provided to help improve coordination between administrations in charge of trade, customs and health and were disseminated using the trade information portals.

10.107 The above-mentioned work contributed to improving the capacities of 32 national trade facilitation committees to identify their national implementation obligations under the Agreement on Trade Facilitation, which exceeded the planned target of 13 national trade facilitation committees being assisted by UNCTAD in identifying their national implementation obligations with regard to the WTO Agreement on Trade Facilitation, reflected in the programme budget for 2021.

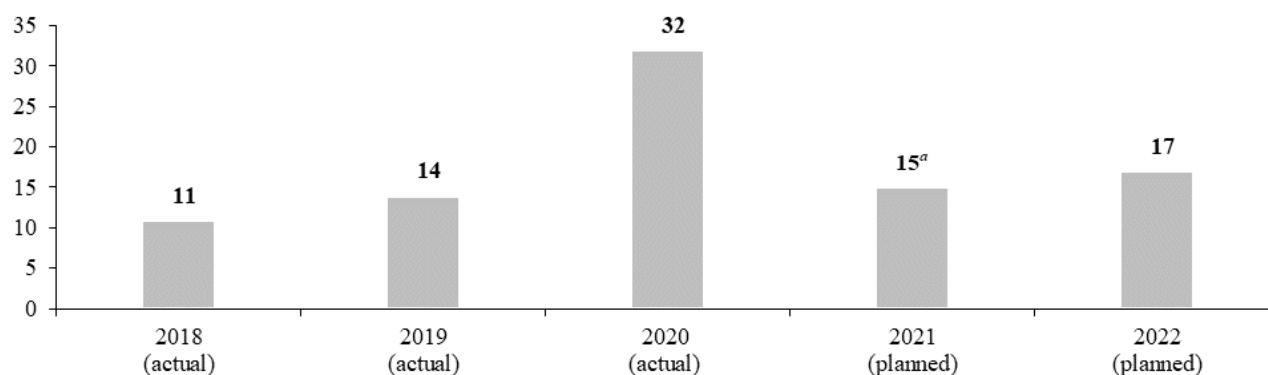
### **Proposed programme plan for 2022**

10.108 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 work with national trade facilitation committees and regional economic communities. So far, the subprogramme has secured resources to support the work of 10 national trade facilitation committees in 2022. However, it will continue to engage with development partners to raise support to increase the number of beneficiary countries and regional entities covered, while ensuring the sustainability of ongoing projects. In doing so, the subprogramme will further increase its focus on the post-pandemic recovery and on building regional supply chains in trade logistics, based on the linkages between trade facilitation and technology. The expected progress is presented in the performance measure below (see figure 10.IV).

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

Figure 10.IV

**Performance measure: number of national trade facilitation committees assisted by the United Nations Conference on Trade and Development in identifying their national implementation obligations with regard to the Agreement on Trade Facilitation of the World Trade Organization (annual)**



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

### **Result 3: women digital entrepreneurs empowered to build a more inclusive digital economy**

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

10.109 While digital technologies can be an enabler of women's economic empowerment, significant obstacles remain, including with regard to cultural norms, gender biases, lack of participation in decision-making processes, unequal access to the Internet, lower levels of digital skills and limited access to finance. Launched in 2019, the eTrade for Women initiative seeks to empower women digital entrepreneurs across developing and emerging economies and generate more inclusive digital ecosystems. To achieve its objectives, the subprogramme has partnered with seven influential women digital leaders from different regions and appointed them as eTrade for Women advocates, to act as role models and strive to make an impact beyond simply economic concerns. As part of their role, the advocates engaged in various multi-stakeholder policy dialogues at several high-level regional and global forums in 2020. Under the leadership of the respective eTrade for Women advocate in a given region, the initiative organized three targeted masterclasses in 2020 to increase women entrepreneurs' competencies and networks and is in the process of establishing eTrade for Women communities across the regions to contribute to local ecosystems. In addition, as a result of the masterclass networks, cross-border business opportunities have started to emerge between participants, laying the groundwork for more integrated digital ecosystems at the regional level.

#### *Lessons learned and planned change*

10.110 The lesson for the subprogramme was that multi-stakeholder and multisectoral platforms can support development and changes in policies and regulations. For example, bringing together policymakers at all levels, from national to local, including women entrepreneurs, can help develop a holistic and complementary understanding of the specific needs of small and medium-sized digital businesses and women digital entrepreneurs. In applying the lesson, the subprogramme will strengthen dialogues between policymakers and women entrepreneurs at all levels and will build an increased understanding of the specific needs of small and medium-sized digital businesses. The subprogramme will help

facilitate the interface between business, women entrepreneurs and policymakers to help inform decision makers in developing appropriate policy and regulatory responses. The subprogramme will build on lessons learned in the context of the COVID-19 pandemic, during which digital micro-, small and medium-sized enterprises, including many women-led businesses, have played a critical role in adapting to the challenges brought about by the pandemic.

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

10.111 This work is expected to contribute to the objective, as demonstrated by the improved business and leadership skills of 200 women digital entrepreneurs participating in eTrade for Women activities (see table 10.16).

Table 10.16  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Increased awareness of Governments and the private sector regarding the role of eTrade for Women advocates in building a more inclusive digital economy	Improved business and leadership skills of 50 women digital entrepreneurs participating in eTrade for Women activities	Improved business and leadership skills of a cumulative total of 100 women digital entrepreneurs participating in eTrade for Women activities, including the eTrade for Women advocates, to lead dialogues with policymakers on digital transformation. Establishment of eTrade for Women communities across regions	Improved business and leadership skills of a cumulative total of 200 women digital entrepreneurs participating in eTrade for Women activities. At least four eTrade for Women communities active across regions

## Legislative mandates

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

*General Assembly resolutions*

60/252	World Summit on the Information Society	73/17	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	74/229	Science, technology and innovation for sustainable development
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	75/17	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
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	75/202	Information and communications technologies for sustainable development
72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals		

*Economic and Social Council resolutions*

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	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
		2020/13	Science, technology and innovation for development

**Deliverables**

10.113 Table 10.17 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 10.17

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>25</b>	<b>10</b>	<b>22</b>	<b>21</b>
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	1	1	2	1
2. Reports to the Commission on Science and Technology for Development and its intersessional panels	6	3	6	6
3. Report of and background documents for the fifteenth session of UNCTAD	4	—	—	—
4. Background note and reports for the Trade and Development Board	2	1	2	2
5. Note by the UNCTAD secretariat and reports for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	4	1	4	4
6. Note by the UNCTAD secretariat and reports for the Trade and Development Commission and related expert meetings	4	2	4	4
7. Note by the UNCTAD secretariat and reports for the Intergovernmental Group of Experts on E-commerce and the Digital Economy	2	2	2	2
8. Note by the UNCTAD secretariat and reports for the Working Group on Measuring E-commerce and the Digital Economy	2	—	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>73</b>	<b>19</b>	<b>50</b>	<b>49</b>
9. Meetings of the General Assembly (Second Committee) and the Economic and Social Council on the follow-up to the World Summit on the Information Society	2	2	3	2
10. Annual session and intersessional expert panels of the Commission on Science and Technology for Development	16	3	16	16
11. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	24	—	—	—
12. Annual and executive sessions of the Trade and Development Board	3	1	3	3
13. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
14. Annual session of the Investment, Enterprise and Development Commission and related expert meetings	7	1	7	7
15. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	4	7	7
16. Meetings of the Intergovernmental Group of Experts on E-commerce and the Digital Economy	6	6	6	6

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
17. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	—	4	4
18. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism (with the Department of Economic and Social Affairs of the Secretariat)	2	—	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
19. Projects within the Training Development in the Field of International Trade (TrainForTrade) capacity-building programme: port management; issues related to trade, including e-commerce and statistics; and pedagogical methodology	7	7	7	7
20. Projects (national, regional and interregional) on transport and related services, including the Automated System for Customs Data (ASYCUDA)	22	22	22	22
21. Projects within programmes on transport, trade facilitation and trade logistics	2	2	2	2
22. Projects within the programme on e-commerce and the digital economy	1	1	1	1
<b>Seminars, workshops and training events (number of days)</b>	<b>419</b>	<b>348.5</b>	<b>458</b>	<b>404</b>
23. TrainForTrade train-the-trainer events	55	54	55	—
24. TrainForTrade national delivery workshops <sup>a</sup>	260	222	260	300
25. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	52	42	80	52
26. Ad hoc expert discussions on transport, trade logistics and trade facilitation	1	1	1	1
27. Ad hoc expert discussions on the role of technology (including information and communications technology) and innovation in development, including for the operationalization of technology transfer	1	1	1	1
28. Seminars, workshops and training events on e-commerce and the digital economy for development, including on information economy statistics, economic, technical, legal and regulatory aspects of e-commerce and the digital economy for development and e-commerce, and measuring the digital economy	10	9	10	10
29. Training courses on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action), regional and short courses	25	1.5	36	25
30. Seminars, workshops and training events on science, technology and innovation and development	15	18	15	15
<b>Publications (number of publications)</b>	<b>24</b>	<b>20</b>	<b>25</b>	<b>19</b>
31. <i>Technology and Innovation Report</i> and overview	1	1	—	1
32. <i>Digital Economy Report</i> and overview	—	—	1	—
33. <i>Review of Maritime Transport</i>	1	1	1	1
34. Science, technology and innovation policy reviews	2	4	3	2
35. National e-commerce strategies	3	—	3	2
36. <i>Current Studies on Science, Technology and Innovation</i> series	2	2	2	2
37. Studies on transport and trade logistics and transport and trade facilitation series	2	2	2	2
38. Reports on cyberlaws	2	2	2	1
39. TrainForTrade <i>Port Management</i> series	1	1	1	1
40. Rapid eTrade Readiness Assessments for the least developed countries and other developing countries	10	7	10	7
<b>Technical materials (number of materials)</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>12</b>
41. UNCTAD policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	3	4	4
42. <i>ASYCUDA in Action Compendium</i>	1	1	1	1
43. <i>Year in Review</i> of the eTrade for All initiative	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
44. Technical notes on information and communications technology (including e-commerce and the digital economy) for development	2	2	2	2
45. Technical notes on trade facilitation	1	1	1	1
46. Background notes for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	—	1	1
47. Economic and maritime country profiles	1	1	1	1
48. Report of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development	1	1	1	1

### C. Substantive deliverables

**Consultation, advice and advocacy:** eCommerce Week, which is a multi-stakeholder forum organized over five days, with approximately 1,500 participants, over 200 speakers from more than 130 countries, in at least 50 substantive sessions; multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals; sessions of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development; and advisory services on science, technology and innovation policies for development, policy and practical aspects of e-commerce and the digital economy for development, measuring e-commerce and the digital economy, transport policies and international legal instrument standards and rules related to the facilitation of international trade, transport and transport security for port operators and the eTrade for All initiative.

**Databases and substantive digital materials:** UNCTAD platform for learning and capacity-building managed by the TrainForTrade programme, which trains approximately 1,500 beneficiaries per year; TrainForTrade; port performance statistics platform; online repository on national trade facilitation committees; Global Cyberlaw Tracker; online e-learning modules for the courses on key issues on the international economic agenda, with some 200 participants annually; online platform for sustainable freight transport; and eTrade for All online platform, with more than 80,000 users in 2020.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** newsletters on ASYCUDA, eTrade for All (with over 2,000 subscribers) and transport and trade facilitation (with over 5,000 subscribers); brochures, flyers and information kits.

**External and media relations:** press releases, press briefings, interviews, press conferences and news items related to the issuance of major publications under the subprogramme and the organization of important events.

**Digital platforms and multimedia content:** TrainForTrade public website, with more than 30,000 views annually; Commission on Science and Technology for Development website; ASYCUDA website, with more than 60,000 views annually; website on paragraph 166 of the Bangkok Plan of Action, with more than 95,000 views annually; and online platforms for innovation policy learning.

<sup>a</sup> UNCTAD proposes to merge items 23 and 24 starting in 2022, in order to consolidate the number of activities in the same area from 2022 onwards. The total revised number of events in 2022 is estimated at 300. From 2022 onwards, UNCTAD proposes that item 23 be called “TrainForTrade face-to-face and online training and capacity-building events for trade and development”.

## Subprogramme 5 Africa, least developed countries and special programmes

### Objective

10.114 The objective, to which this subprogramme contributes, is to enhance the effective integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through fostering structural transformation, reducing vulnerabilities and developing domestic productive capacities in the targeted groups.



## Strategy

10.115 To contribute to the objective, the subprogramme will continue its research and technical cooperation activities to diversify the export and productive structures of the above-mentioned countries, including through contributions to several reports of the Secretary-General to the General Assembly, including the reports on the implementation and follow-up of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; the agreed outcome of the Fifth United Nations Conference on Least Developed Countries; and 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. The subprogramme will also continue to translate the policy guidance and recommendations emanating from research and analysis work into pragmatic and targeted technical cooperation programmes. In addition, the subprogramme will play an advocacy role in promoting consensus in the international development community regarding the policy measures that best address the development problems of the above groups of countries, including at the multilateral level, through the identification of new issues and approaches, training and capacity-building workshops, as well as greater interaction with research institutes in least developed countries and with development partners. The subprogramme will continue to strengthen efforts to provide domestic policy support and capacity-building to the targeted groups derived from its innovative research, advisory services and technical support. Through its research work, the subprogramme will also increase the availability of strategic policy-based options aimed at enhancing domestic productive capacities and facilitate their implementation through the development of demand-driven technical cooperation and programmatic support within its areas of expertise. Furthermore, the subprogramme will broaden its country-based technical support to include aspects such as national strategies for the development of productive capacities and structural transformation, rules of origin, enhanced market access and preference utilization, value addition in strategic products and geographical indications, which will help member States, in particular least developed countries and other groups of countries in special situations, to make progress towards the achievement of Sustainable Development Goals 9 and 17.

10.116 The subprogramme plans to support member States on issues related to COVID-19 by repurposing some of its planned research work to account for the socioeconomic impact of COVID-19 on economies in target countries in order to facilitate specific policy responses in the short, medium and long term. The subprogramme will also adapt its technical cooperation to account for pandemic-related domestic shocks with a view to supporting Governments in policy design and implementation. Where relevant, the subprogramme will adapt or expand its methodological approach to research and technical cooperation and will design and implement specific ad hoc surveys to evaluate the effects of COVID-19 in the respective groups of countries.

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

- (a) Greater structural transformation and inclusive growth in least developed countries and other groups of countries in special situations at the domestic level;
- (b) Improved development policy formulation and implementation capacities.

10.118 The planned support on issues related to COVID-19 is expected to result in countries having greater capacities to develop and implement specific policy responses focusing on their productive capacities to account for current and future pandemic-related shocks, reduce exposure to external shocks and build resilience.

## Programme performance in 2020

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

### Safeguarding the graduation prospects of least developed countries despite the COVID-19 pandemic

10.120 The countries that the Committee for Development Policy found to be pre-eligible for graduation from the least developed country category in 2018 have all experienced socioeconomic setbacks related directly to the COVID-19 pandemic and indirectly to the economic recession in developed countries. The subprogramme updated the General Assembly-mandated vulnerability profiles to provide graduation-eligible least developed countries with a clear indication of how the current shock has affected their graduation prospects and their resilience-building and structural transformation efforts. The profiles were originally submitted to inform the 2018 recommendations of the Committee for Development Policy in relation to the least developed countries that met the graduation thresholds for the first time. As part of the continuous monitoring of those countries' performance, the profiles have been updated and will prove crucial in facilitating the Committee's decision on whether or not to confirm its 2018 graduation recommendations. In preparing the enhanced profiles, the subprogramme has leveraged use of the new UNCTAD productive capacities index to assess the relative strengths and weaknesses of eligible least developed countries with regard to addressing the identified challenges and impacts of the pandemic. In addition, two specific studies on the possible impact of the loss of trade preferences due to graduation and the related erosion of trade preferences have been carried out for Cambodia and Myanmar.

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

10.121 The above-mentioned work contributed to the objective, as demonstrated by the provision of enhanced vulnerability profiles to selected eligible least developed countries, as well as four specific impact studies on the socioeconomic effects of the pandemic in Angola, Bhutan, Timor-Leste and Vanuatu (table 10.18).

Table 10.18  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Three least developed country member States found eligible for graduation for the first time have their socioeconomic conditions and systemic trade and development vulnerabilities assessed and made available to the Committee for Development Policy in the form of country-specific vulnerability profiles	Least developed country member States found eligible for graduation have their socioeconomic conditions and vulnerabilities continuously monitored, utilizing a robust methodology and analytical framework	Least developed country member States found eligible for graduation have access to updated analysis of the effect of the pandemic on their economies and targeted policy guidance in the form of revised vulnerability profiles, which are made available to the Committee for Development Policy, along with country-specific impact studies

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

10.122 Owing to the impact of COVID-19 in 2020, the subprogramme postponed planned activities, including preparatory meetings in advance of the fifteenth session of UNCTAD, workshops on trade-related issues relevant to least developed countries,

such as rules of origin, duty-free and quota-free market access and activities related to the Enhanced Integrated Framework, and capacity-building activities planned for several landlocked developing countries on fostering productive capacities and structural transformation. The subprogramme rescheduled planned face-to-face workshops, training and capacity-building activities in targeted countries, where possible, and leveraged available technical tools to continue to provide training and advisory services through digital platforms. Furthermore, the subprogramme changed its approach and modified activities under the United Nations Development Account project on services trade in Africa, implemented jointly with ECA, to include an analysis of the impact of the pandemic at the national and regional levels, focusing on specific services sectors and country case studies. These changes had an impact on the subprogramme's performance in 2020, as specified in result 2 below.

10.123 At the same time, however, the subprogramme identified both new and modified activities to support member States on issues related to COVID-19, within the overall scope of its objective, namely by expanding its research focus and technical cooperation strategies. For example, *The Least Developed Countries Report 2020* included a new chapter in which the socioeconomic impact of the pandemic on the economies and societies of least developed countries was analysed and targeted policy recommendations were provided to those countries' policymakers. In addition, the subprogramme expanded business analysis of the impact of the pandemic on selected services value chains in Africa and further prepared an ad hoc assessment of Africa-specific development outcomes in relation to growth, food security, illicit financial flows and the achievement of the Sustainable Development Goals, as well as trade and fiscal revenue. The modified and new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

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

### Result 1: building productive capacities for economic transformation<sup>9</sup>

#### Programme performance in 2020

10.125 The subprogramme has designed and developed a programmatic approach to structural transformation focused on benchmarking and building productive capacities in least developed countries, landlocked developing countries and other structurally weak and vulnerable economies, aimed at the diversification of their economies and their fuller participation in international trade. Through this work, the subprogramme, as encouraged by the Economic and Social Council in paragraph 6 of its resolution [2017/29](#), aims to measure progress in and identify obstacles to the development of productive capacities in targeted countries. The subprogramme has also enabled vulnerable countries to determine their starting and optimal positions with regard to the development of productive capacities so that they are able to identify the practical steps to be taken and the areas in which targeted policies are most needed. This work included the creation of a sound methodology to calculate the UNCTAD productive capacities index and the calculation of indices for least developed countries and landlocked developing countries. Furthermore, the subprogramme strengthened the institutional capacities of beneficiary countries to promote economic transformation

<sup>9</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 12\)](#)).

and resilience-building efforts by training national statistical experts in the methodology for producing and analysing the productive capacities index. In addition, the subprogramme published a practical manual on how to build and utilize productive capacities in Africa and the least developed countries and produced topical reports on productive capacities for targeted countries. The index will be made publicly available to all member States and interested users, to track development progress and identify areas of comparative strengths and weaknesses in the development, maintenance and use of productive capacities. The ample evidence base provided by the index enables beneficiary Governments to design and implement more targeted policies to support productive capacity development and monitor progress towards these results.

10.126 The above-mentioned work contributed to building the capacity of national Governments in least developed countries and landlocked developing countries in Africa and Asia to understand the importance of productive capacities for structural transformation, apply the UNCTAD methodology for calculating the productive capacities index, evaluate the results of the index and design policies for addressing gaps in their productive capacities. Analysis based on the index has been incorporated into the revised vulnerability profiles for Bangladesh, Bhutan, the Lao People's Democratic Republic, Myanmar, Timor-Leste and Vanuatu, which exceeded the planned target of implementation of the productive capacity index by landlocked developing countries, reflected in the proposed programme budget for 2020, as it was extended to some non-landlocked least developed countries.

### Proposed programme plan for 2022

10.127 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 train national policymakers, private sector actors and relevant civil society groups in the development challenges and vulnerabilities faced by beneficiary countries and in policy alternatives to build and strengthen productive capacities, applying the productive capacities index for national policy formulation and monitoring progress towards the achievement of structural transformation. The expected progress is presented in the performance measure below (see table 10.19).

Table 10.19  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of benchmarking on productive capacities	Availability of a methodology for calculating a productive capacity index	Implementation of the UNCTAD productive capacities index, including through its inclusion in the vulnerability profiles of some landlocked developing countries and non-landlocked least developed countries	Productive capacity index calculated for all countries, realizing its policy relevance	Five beneficiary countries to design and implement policies for productive capacity development using the analysis in the productive capacities index and related technical assistance and advisory services

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

## **Result 2: building economic resilience in the least developed countries<sup>10</sup>**

### **Programme performance in 2020**

10.128 The subprogramme has continued to support least developed countries in their efforts to economically diversify their production structures in order to achieve graduation with momentum out of the least developed country category and enhance their regional and multilateral integration efforts, which has contributed to enhancing their understanding of their vulnerabilities and the need to diversify their economic structures in order to build resilience. This support included the subprogramme's contribution to the diversification of the economy of Angola, through the implementation of the European Union-UNCTAD joint programme for Angola: Train for Trade II. That was achieved through targeted technical assistance and capacity-building activities aimed at strengthening entrepreneurial capacity and emerging economic activities in the green economy in the context of sustainable development and poverty eradication, and creative industries. Due to pandemic-related restrictions, the subprogramme participated in several virtual dissemination events and exchanges with the respective national resident coordinators, private sector actors and relevant government officials, including in Angola, Bangladesh, Haiti, the Lao People's Democratic Republic and Myanmar.

10.129 The above-mentioned work contributed to enhancing awareness of the need for economic resilience in the least developed countries, but did not meet the planned target of 27 least developed countries experiencing a reduction in their export concentration index, reflected in the proposed programme budget for 2021. The least developed countries have been adversely affected by pandemic-related shocks twice: first, directly through the impact on their medical systems and their capacity to respond to the immediate health crisis and, second, through related effects from reduced trade, falls in commodity prices (primarily oil), lockdown measures in developed and neighbouring countries, falling investment levels and reduced remittances. This has resulted in decreased economic output and activities, resulting in a reconcentration of exports, as well as greater unemployment and higher poverty rates.

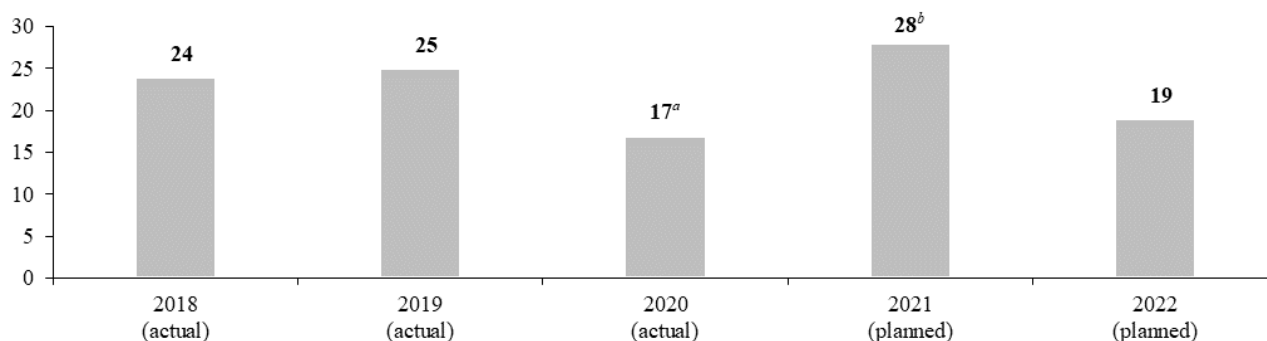
### **Proposed programme plan for 2022**

10.130 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 its research and technical assistance work in least developed countries so that they can build resilience by diversifying their productive structures. The expected progress is presented in the performance measure below (see figure 10.V).

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

Figure 10.V

**Performance measure: total number of least developed countries experiencing a reduction in their export concentration index (annual)**



<sup>a</sup> The performance measure for 2020 is estimated, as actual data for 2020 was not available at the time of publication.

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

### **Result 3: improved participation of African countries in regional and global value chains**

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

10.131 With adequate support to coordinate the implementation of the WTO Agreement on Trade Facilitation, African countries, and landlocked developing countries in particular, could enhance their integration into regional and global value chains and address the trade and development challenges they face. African countries, and landlocked developing countries in particular, struggle to put in place effective trade facilitation measures. These countries could significantly boost their exports and reduce bottlenecks affecting their regional and international trade exchanges through enhanced trade and transport logistics, lower non-tariff barriers and reduced delays and uncertainty along major corridors, including through their transit neighbours. Building on its expertise and long-standing technical assistance in the field of regional and multilateral trade negotiations, in particular in customs matters, as well as its expertise in transit, transport and trade facilitation negotiations in the context of the West Africa Trade Facilitation Programme, the subprogramme has been supporting the accrual of benefits for African least developed countries and landlocked developing countries arising from regional and global value chains, as well as supporting implementation of the African Continental Free Trade Area.

#### *Lessons learned and planned change*

10.132 The lesson for the subprogramme was that the coordination of transit strategies and the creation and implementation of an inter-State coordination mechanism across neighbouring countries are vital for the insertion of African countries into regional and global value chains, which contributes to their structural transformation. In applying the lesson, the subprogramme will enhance cooperation at the national level in beneficiary countries between the different government and other actors involved, including ministries of commerce, transport and planning, as well as chambers of commerce and other private sector actors (e.g., carriers and shippers). It will further facilitate regular exchanges among neighbouring countries on the above issues. An improvement in inter-State trade facilitation and transport logistics would help reduce border delays and uncertainties along the major corridors and could lead the beneficiary countries to boost their regional and international exports and better position themselves in regional and global value chains.

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

10.133 This work is expected to contribute to the objective, as demonstrated by an increase in inter-State trade in the three beneficiary countries (Benin, Burkina Faso and the Niger) as a result of increased dialogue between the members of the interministerial working group to formulate and implement a road map for a functional inter-State transit programme; as well as greater coordination of transport logistics within countries and implementation of a functional inter-State transit programme at the border, which will facilitate commercial exchanges and reduce the cost and time to trade (see table 10.20).

Table 10.20  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Recognition by the ministries of commerce, transport and planning, chambers of commerce and private sector actors of the need for a transit and transport coordination mechanism due to UNCTAD raising awareness of the issue	Raising awareness among the beneficiary countries through the established interministerial working group to the benefits arising from implementation of the regional convention on transit (ECOWAS Convention relating to Inter-States Road Transit of Goods) and the WTO Agreement on Trade Facilitation	Inventory of existing protocols for inter-State road transit in Benin, Burkina Faso and the Niger and validation by the beneficiary countries, through the established interministerial working group, of a road map for a functional inter-State transit programme	Increase in inter-State trade between the three beneficiary countries (Benin, Burkina Faso and the Niger) resulting from UNCTAD policy guidance and advisory support made available for the coordinated implementation of inter-State transit and transport policies

## Legislative mandates

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

### *General Assembly resolutions*

67/221	Smooth transition for countries graduating from the list of least developed countries	69/217	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
68/18	Graduation of countries from the least developed country category		
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	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
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		

74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)		

*Economic and Social Council resolutions*

2017/29	Report of the Committee for Development Policy on its nineteenth session	2019/8	Report of the Committee for Development Policy on its twenty-first session
2018/27	Report of the Committee for Development Policy on its twentieth session		

## Deliverables

10.135 Table 10.21 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 10.21

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>7</b>	<b>9</b>	<b>4</b>
1. Reports for the Economic and Social Council, including on vulnerability profiles	3	3	5	1
2. Report of and background documents for the fifteenth session of UNCTAD	2	1	—	—
3. Reports for the Trade and Development Board, including the overviews of the <i>Economic Development in Africa Report</i> , on UNCTAD-wide activities for least developed countries, UNCTAD-wide activities in support of small island developing States and landlocked developing countries, UNCTAD-wide activities in favour of Africa, indicators and benchmarks on productive capacity in landlocked developing countries and the implementation of the outcome of the second United Nations Conference on Landlocked Developing Countries	5	3	4	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>31</b>	<b>16</b>	<b>8</b>	<b>9</b>
4. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	2	2	1	2
5. Meetings of the fifteenth session of UNCTAD, including preparatory meetings	22	7	—	—
6. Annual and executive sessions of the Trade and Development Board	5	5	5	5
7. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>4</b>	<b>4</b>	<b>7</b>
8. Projects on trade, transit and development to build national capacity	2	2	2	5
9. Projects on the Enhanced Integrated Framework	1	2	2	2



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>19</b>	<b>17</b>	<b>18</b>	<b>25</b>
10. Workshops on trade issues relevant to least developed countries, including on duty-free and quota-free market access, diagnostic trade integration study and post-diagnostic trade integration study and trade activities under the Enhanced Integrated Framework and structural transformation and progress towards post-least developing country status	14	13	14	14
11. Workshops on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, issues of thematic or sectoral relevance to landlocked developing countries, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, and trade and poverty	3	2	3	9
12. Workshops on matters relevant to development in the least developed countries and in Africa	2	2	1	2
<b>Publications</b> (number of publications)	<b>9</b>	<b>8</b>	<b>10</b>	<b>12</b>
13. <i>The Least Developed Countries Report</i> and its overview	2	2	2	2
14. <i>Economic Development in Africa Report</i>	1	1	1	1
15. Report on building and measuring productive capacities	1	1	–	1
16. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	1	1	1	1
17. Research and analytical studies on duty-free and quota-free market access and rules of origin	1	1	1	1
18. Lessons learned on geographical indications and related analysis for least developed countries	1	1	2	1
19. Sectoral, statistical and thematic issues of interest for landlocked developing countries: policy implications for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the Sustainable Development Goals	1	1	2	1
20. Challenges faced by least developed countries in terms of achieving the Sustainable Development Goals and actions to take in the context of the final appraisal of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	–	1	–
21. Research papers on economic development issues in least developed countries and Africa	–	–	–	4
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>4</b>	<b>6</b>	<b>8</b>
22. Research papers on trade and poverty	2	2	2	2
23. Research papers on trade and development in vulnerable economies, including small island developing States	2	2	2	4
24. Enhanced Integrated Framework-related publications, including on transit, transport and trade facilitation	–	–	2	2

### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services to ministries of trade, transport and planning on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and to national statistical offices on measuring productive capacities for landlocked developing countries; advisory services on smooth transition strategies for graduating and graduated least developed countries; advisory services on trade and development issues for small island developing States, landlocked developing countries and African countries; advisory services on trade issues relevant to least developed countries, including duty-free and quota-free market access, to least developed countries and the Enhanced Integrated Framework; consultations on UNCTAD activities in support of the New Partnership for Africa's Development; and consultations with United Nations partner agencies and African countries for the implementation of the Third Industrial Development Decade for Africa.

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:** lectures on issues related to least developed countries and African development, globalization, development strategies and policy coherence for the benefit of member States, targeting a minimum of 100 combined participants; and policy briefs related to *The Least Developed Countries Report* and the *Economic Development in Africa Report*.

**External and media relations:** press releases on *The Least Developed Countries Report* and the *Economic Development in Africa Report*, opinion pieces on salient policy recommendations from the flagship reports and other topical research, press conferences on *The Least Developed Countries Report* and the *Economic Development in Africa Report* and interviews on research results and policy proposals.

## International Trade Centre

### Overall orientation

#### Mandates and background

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

10.137 In the context of the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication. Under Sustainable Development Goal 8, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the 2030 Agenda includes a specific target to increase Aid for Trade support. Under Goal 17, the targets of an open, rules-based, transparent and fair trading system and a significant increase in exports from developing countries are specified.

10.138 In December 2019, the General Assembly reiterated this position in its resolution [74/201](#), against a backdrop of trade tensions, lower global investment and threats to multilateralism. The target beneficiaries of ITC – micro-, small and medium-sized enterprises that make up 99 per cent of the world's companies and form the economic backbone of any community – are particularly vulnerable to the costly consequences of the above-mentioned developments for their businesses.

## **Programme of work**

### **Subprogramme 6**

#### **Operational aspects of trade promotion and export development**

##### **Objective**

10.139 The objective, to which this subprogramme contributes, is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises.

##### **Strategy**

10.140 To contribute to the objective, the subprogramme will provide advisory services, training and awareness-building to enterprises, business support institutions and government agencies in areas that are key to the international competitiveness of micro-, small and medium-sized enterprises. Services provided to enterprises will include capacity-building in the areas of market analysis, value addition, quality improvement and environmental sustainability, e-commerce, marketing and access to finance and investment. The subprogramme also will facilitate business matchmaking through fairs and business-to-business meetings and through digital tools and online platforms, including those with a focus on women, youth and sustainability. ITC will employ its innovative approaches to create market knowledge and new market linkages for micro-, small and medium-sized enterprises, for example, through the ecomConnect and #FastTrackTech initiatives, which digitally connect enterprises to foreign markets, and the “Alliances for Action” approach, which develops business and public-private partnerships in specific value chains. The ITC SheTrades, youth employment and ethical fashion initiatives will continue to bring women-owned businesses, youth entrepreneurs and artisan and farmer communities across the globe to regional and international markets and to local support structures.

10.141 The subprogramme will also provide services to policymakers, as well as national, subnational and regional business support institutions, and support consensus-building, action-planning and decision-making processes that foster the growth and internationalization of enterprises. The subprogramme will facilitate a systematic approach for micro-, small and medium-sized enterprises to voice their experience of regulatory and procedural trade obstacles to policymakers and other stakeholders. It will also support analysis and understanding in business support institutions of the costs and benefits of different policy, strategy or regulatory options, so that they can provide considered inputs to discussions and advocate for their client enterprises. Furthermore, the subprogramme will strengthen business support institutions, including trade and investment promotion agencies, chambers of commerce, sector associations, women’s business groups, cooperatives, incubators and technical and vocational training providers, in improving the services they offer to micro-, small and medium-sized enterprises. Through tailored advisory services, assessments and workshops, ITC will guide and support the institutions through a process of change, which will include improved governance, strategy, performance measurement and connections to other parts of the business support ecosystem; product and service design, including for specific groups, such as women and youth; and new service areas, such as enterprise support in mitigating environmental risks

and becoming more climate-resilient. The subprogramme will continue to promote the benefits of a universal, rules-based, open, predictable, inclusive, non-discriminatory and equitable multilateral trading system under WTO. It will further develop its provision of comprehensive trade and market information and analytical tools such as the ITC Sustainability Map, which includes information on voluntary sustainability standards and compliance requirements.

10.142 The subprogramme plans to support Member States on issues related to the coronavirus disease (COVID-19) pandemic by participating in the implementation of the socioeconomic response plans of the United Nations. ITC will also offer globally accessible trade intelligence that addresses specific information gaps related to the COVID-19 pandemic faced by decision makers. Its advisory services will be aimed at creating and sustaining the resilience of micro-, small and medium-sized enterprises, to open new trade channels, strengthen existing ones and help improve access by micro-, small and medium-sized enterprises to digital tools that support competitiveness and trade.

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

(a) Micro-, small and medium-sized enterprises becoming better integrated into regional and international value chains that generate business transactions, sustainable jobs and higher incomes, especially for those at the base of the pyramid, women and youth;

(b) Improved managerial and operational performance of the business support institutions, as well as improvement of their combined performance in providing useful services to micro-, small and medium-sized enterprises as part of a supporting ecosystem;

(c) Government decision makers being better informed about options for new or improved inclusive trade-related policies, strategies and regulatory frameworks that contribute to a conducive environment for micro-, small and medium-sized enterprises to participate in international trade;

(d) Enhanced ability of micro-, small and medium-sized enterprises to develop their sustainable business practices, as well as increased awareness among policymakers, producers and businesses on topics related to trade, market potential and sustainable business practices.

10.144 The planned support on issues related to COVID-19 is expected to result in:

(a) Micro-, small and medium-sized enterprises adapting their business operations to become more resilient to external shocks while maintaining or enhancing their competitiveness;

(b) Decision makers at the enterprise, institutional and government level having the necessary information on trade opportunities and challenges, including the effect of the COVID-19 pandemic on markets.

## **External factors for 2022**

10.145 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Extrabudgetary resources will remain stable and largely earmarked for interventions in the focus countries of ITC operations (the least developed countries, landlocked developing countries, small island developing States, small vulnerable economies, economies in vulnerable situations, conflict-affected countries and sub-Saharan African countries);

(b) Countries in which ITC delivers large programmes will maintain political, economic and social conditions that allow for the implementation of development initiatives;

(c) The international trade and investment environments do not deteriorate significantly compared with 2020.

10.146 With regard to the COVID-19 pandemic, the subprogramme's plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

10.147 With regard to cooperation with other entities at the global, regional national and local levels, ITC will maintain and develop its partnerships with the private sector, civil society, academia and international entities to advance the 2030 Agenda. In view of evaluation findings, special attention will be given to business support organizations in programme countries, both as programme beneficiaries and as multipliers in the outreach to micro-, small and medium-sized enterprises. Furthermore, ITC will continue to contribute to the implementation of the African Continental Free Trade Area and WTO ministerial declarations, in particular the Agreement on Trade Facilitation, and the current discussions on e-commerce, investment facilitation, women and trade, and micro-, small and medium-sized enterprises and trade.

10.148 With regard to inter-agency coordination and liaison, ITC will continue to work closely with other United Nations agencies, including through membership in the United Nations Sustainable Development Group. As a non-resident agency, ITC is adjusting its operations to fully support the United Nations reform process and contribute to United Nations regional and country teams where its expertise meets the priorities of national Governments. ITC will closely collaborate with the United Nations Conference on Trade and Development and WTO, and engage in projects related to micro-, small and medium-sized enterprise and trade development with selected partners. ITC will be active in multi-agency initiatives that facilitate sustainable and inclusive trade for micro-, small and medium-sized enterprises, for example, through a new initiative with the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. A number of such initiatives are envisaged with partners like the United Nations Capital Development Fund, the International Labour Organization, the Enhanced Integrated Framework, United Nations regional commissions and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

10.149 ITC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the subprogramme has a specific initiative that is entirely focused on the economic empowerment of women: SheTrades, which leads a set of actions that increase gender equality in trade. Among them is the "SheTrades call to action", which mobilizes funding and partnerships to bring women to markets, through seven transformative actions at the levels of policy, institutions and micro-, small and medium-sized enterprises.

10.150 With regard to disability inclusion, ITC will be guided by the United Nations Disability Inclusion Strategy. It will implement actions to comply with the Strategy's 15 performance indicators, and will address disability inclusion in its next strategic planning process.

## Evaluation activities

10.151 The following evaluations completed in 2020 have guided the subprogramme plan for 2022:

- (a) 2020 annual evaluation synthesis report (meta-evaluation of 2019 evaluation findings);
- (b) Evaluation of the performance of ITC in trade and market information.

10.152 The findings of the evaluations referenced above have been taken into account for the proposed subprogramme plan for 2022. For example, ITC uses its annual evaluation synthesis reports to provide an overview of findings and critical lessons learned from internal and external evaluations conducted during the year. Those lessons inform the quality review criteria that ITC uses in its project approval process and inform project management. The key theme of the 2020 report was “Achieving the bottom line: relevant, agile and innovative”. Overall, findings indicate that ITC projects are well aligned with the mandate and results framework of ITC, with good practices in gender and equity results through trade. Sustainability of results is supported by in-country business support institutions. Long-term engagement, detailed country knowledge and good exit strategies foster ownership and trust among ITC partners and beneficiaries. Opportunities for improvement were identified in several areas of project and programme delivery to enhance the effectiveness of mainstreaming cross-cutting themes, strengthen linkages to long-term objectives and improve monitoring and evaluation data. In response, ITC will invest in more extensive mainstreaming of gender, youth, environment and social responsibility elements in its projects and programmes, and will work on enhancing the capacities of projects for utilizing theories of change, simplification and harmonization of the monitoring and evaluation corporate systems. Finally, ITC will be enhancing sustainability and coordination, including through increased engagement in United Nations Sustainable Development Cooperation Frameworks.

10.153 The following evaluations are planned for 2022:

- (a) 2022 annual evaluation synthesis report (meta-evaluation of the 2021 evaluation findings);
- (b) One evaluation at the corporate level;
- (c) One evaluation of an ITC programmatic approach;
- (d) One large project evaluation.

## Programme performance in 2020

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

### **More small businesses able to withstand the socioeconomic effects of COVID-19 through the “Growth for rural advancement and sustainable progress” initiative in Pakistan**

10.155 In Pakistan, the COVID-19 pandemic resulted in lockdowns and closures, slowing down the economy and threatening livelihoods, especially in the agribusiness sector. At the outset of the pandemic, the subprogramme, upon request, engaged in the United Nations socioeconomic impact assessment and response plan for Pakistan.

It conducted several targeted micro-, small and medium-sized enterprise competitiveness surveys to assess the situation and needs of Pakistani exporters that had been heavily hit by the pandemic, to support and complement the Government's response.

10.156 The subprogramme responded by coordinating delivery of €1.1 million of rapid response assistance with its implementing partner, the Food and Agriculture Organization of the United Nations; provincial partners; and government partners. The rapid response was built on five pillars: (a) fostering applications by micro-, small and medium-sized enterprises to available financing schemes; (b) providing critical inputs for such enterprises to enable continuity of operations and support the proper functioning of the value chains; (c) supporting investment in safety and hygiene; (d) establishing a matching grant facility to support market development for micro-, small and medium-sized enterprises; and (e) supporting the formulation of policy measures related to commercial and agribusiness development.

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

10.157 The above-mentioned work contributed to the objective, as demonstrated by farmers and micro-, small and medium-sized enterprises benefiting from the subprogramme's COVID-19 response in Pakistan, to ensure continuity of their operations and increase competitiveness and climate resilience in value chains or through catalysing access to finance (see table 10.22).

Table 10.22  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Beneficiaries in Balochistan and Sindh, including 114 micro-, small and medium-sized enterprises, 74 members of market committees and over 4,000 women farmers in Balochistan, ensured continuity of their operations and increased competitiveness, including through value-chain strengthening, climate-resilient practices and access to finance

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

10.158 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the subprogramme. The impact included a change in the ITC approach to delivery to integrate hybrid and remote modalities for providing technical assistance. The postponement of several on-site events, such as the World Export Development Forum, was among the negative effects on the activities of the subprogramme. The subprogramme also expanded its offering of online, free courses through its SME Trade Academy. These changes had an impact on programme performance in 2020, as specified in results 1 and 2 below.

10.159 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those activities included repositioning of its global public goods offering, multiple publications and the addition of content to its global

public goods databases to address the increased new information and trade intelligence needs of beneficiaries. For example, the ITC flagship *SME Competitiveness Outlook* was one of the first flagship publications to address the consequences of the COVID-19 pandemic for micro-, small and medium-sized enterprises globally, and accompanying country profiles served as a component of its COVID-19 response. The modified and new deliverables contributed to results in 2020, as specified in the emerging result above.

10.160 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, ITC will mainstream lessons learned and best practices related to the adjustments to and adaptation of its subprogramme owing to the COVID-19 pandemic. Specific examples of lessons learned include that the successful continuation of planned interventions during countries' lockdown periods depended very much on the Internet access and e-readiness of beneficiaries. Business deals – which the subprogramme aims to catalyse – are a matter of confidence in the market and market partners. Their conclusion is highly dependent on the possibility of on-site visits to company premises or on displaying samples of the goods to prospective buyers. Close coordination with stakeholders, beneficiaries, funders and partners allowed ITC to agree on contingency plans and alternative modalities to ensure continued delivery of its projects. Looking forward, ITC will continue to harness the lessons learned in the area of remote facilitation of business deals in its interventions.

## **Planned results for 2022**

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

### **Result 1: the Gambia invests in jobs for young people through entrepreneurship and trade<sup>11</sup>**

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

10.162 From 2018 to 2020, the ITC youth empowerment project supported the Gambia in tackling the root causes of youth unemployment and constraints on the competitiveness of enterprises, narrowing the gaps in young people's skills, knowledge and opportunities and raising awareness of the dangers of irregular migration.

10.163 The above-mentioned work contributed to creating and/or improving at least 2,000 jobs for youth, which did not meet the planned target of 4,000 reflected in the proposed programme budget for 2020. This was mainly due to the COVID-19 pandemic, which had a significant impact on job creation as micro-, small and medium-sized enterprises globally, including in the Gambia, have struggled to retain their employees and create new employment opportunities.

10.164 Furthermore, the above-mentioned work contributed to increased awareness among 165,000 Gambian youth about business and job opportunities, as evidenced through analysis of the audiences of media campaigns and of youth participants in programme activities. This exceeded the target of 100,000 reflected in the proposed programme budget for 2020.

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<sup>11</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 13)).

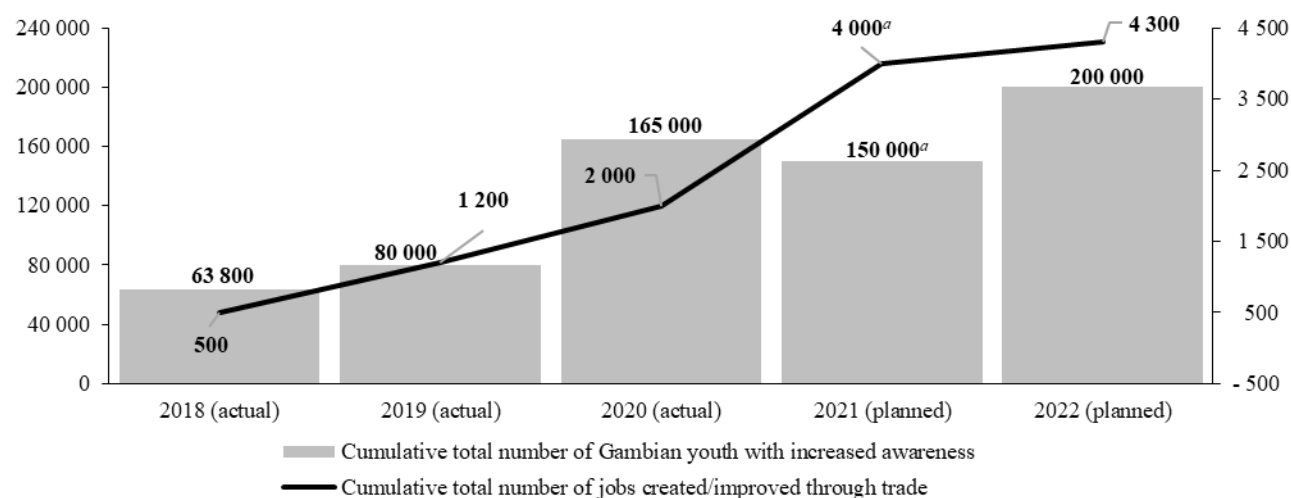


### Proposed programme plan for 2022

10.165 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 prioritize supporting youth entrepreneurs and established micro-, small and medium-sized enterprises in increasing their business resilience and taking advantage of new opportunities that have emerged during the pandemic, as well as working with value chains, such as the tourism sector. The expected progress is presented in the performance measure below (see figure 10.VI).

Figure 10.VI

**Performance measure: total number of Gambian youth with increased awareness of business and job opportunities and total number of jobs created/improved through trade (cumulative)**



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

### Result 2: South-South trade and investment creates growth opportunity for micro-, small and medium-sized enterprises from East African countries<sup>12</sup>

#### Programme performance in 2020

10.166 The subprogramme has worked on enabling the participation of East and Southern African institutions and companies in South-South value chains in order for them to benefit from new market linkages and investments, fostering value addition and job creation. The subprogramme has also continued to provide remote and hybrid coordination, advisory services and training to its partners in the field, such as investment promotion agencies and trade associations, which in return contributed to a rebound in support for South-South negotiation and completion of ongoing trade and investment deals in the second half of 2020 in key sectors, such as agribusiness, light manufacturing, technology and services. Furthermore, the subprogramme launched a report, entitled “Designing for impact: South-South trade and investment”, showcasing how to design and implement effective South-South trade and investment programmes, with a focus on knowledge exchange and technology transfer, based on a sustainable and inclusive approach and taking into account the effects of the COVID-19 pandemic.

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

10.167 The above-mentioned work contributed to facilitation of a cumulative \$138 million of South-South trade and investment deals, including deals related to the production of personal protective equipment in response to the COVID-19 pandemic, which did not meet the planned target of \$155 million reflected in the proposed programme budget for 2021. The underperformance was due to COVID-19, which had a negative impact on micro-, small and medium-sized enterprises and South-South investment decisions, and also caused the cancellation of multiple on-site business matchmaking events, slowing down identification of new business and investment leads.

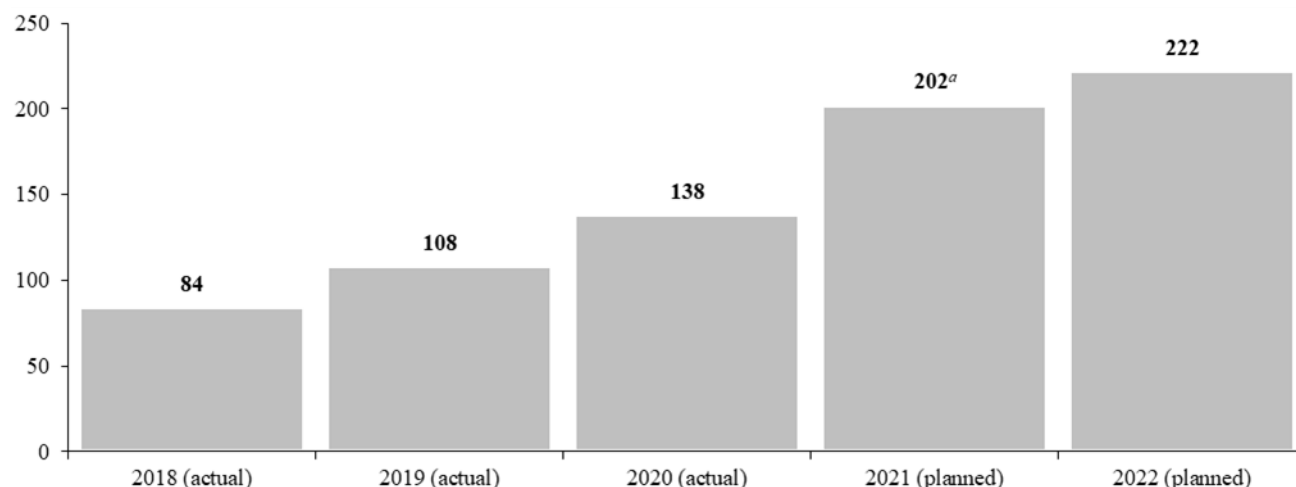
#### **Proposed programme plan for 2022**

10.168 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on the lessons learned, in particular on new modalities of virtual and hybrid investment facilitation, scaling of outreach to smallholder farmers and generation and transfer of new tools and knowledge, especially those related to productivity increases, environmental sustainability and inclusiveness. The expected progress is presented in the performance measure below (see figure 10.VII).

Figure 10.VII

**Performance measure: total amount of trade investments facilitated by the International Trade Centre's South-South trade and investment programme (cumulative)**

(Millions of United States dollars)



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

#### **Result 3: increased demand for trade intelligence as a global public good, enabling decisions for global trade recovery**

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

10.169 The need and demand for increased accessibility of trade-related data has soared as a result of the impact of the COVID-19 pandemic and, in response, the subprogramme has launched a COVID-19 dashboard – a real-time tracker of COVID-19-related trade measures – in its Market Access Map. The subprogramme also adjusted its operations during the pandemic to retain momentum in assisting policymakers and business support institutions to create transformational agendas and

achieve development through trade, and in helping micro-, small and medium-sized enterprises navigate through a quickly changing landscape of COVID-19-related trade measures.

#### *Lessons learned and planned change*

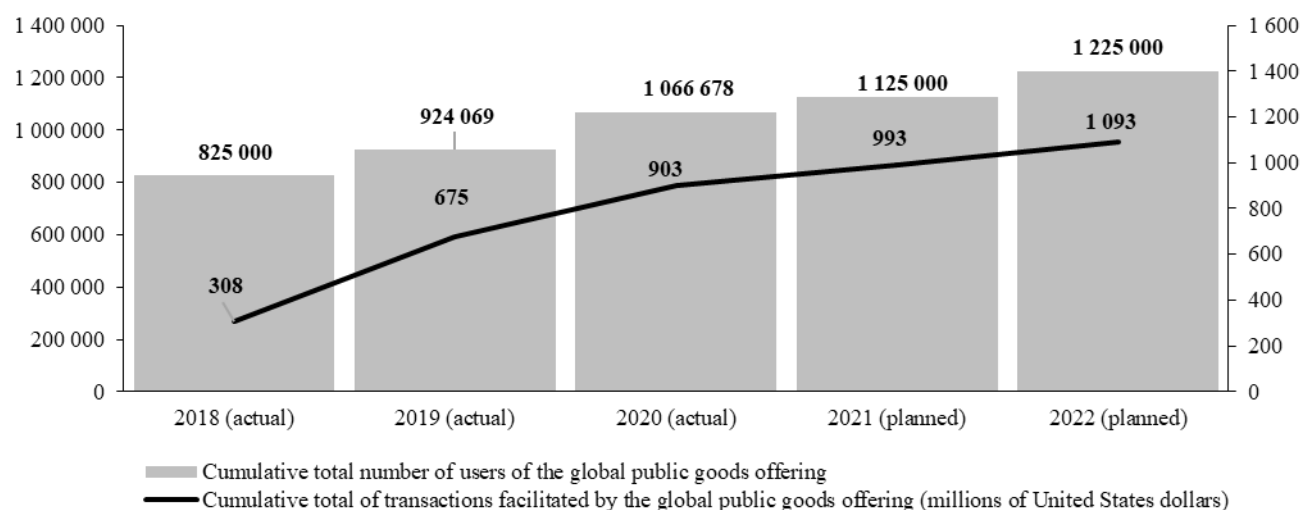
10.170 The lesson for the subprogramme was to recognize the need to scale up and diversify its range of offerings within the suite of global public goods, as the business environment is becoming more and more complex. This included not only rapid response through COVID-19-related content, but also the leveraging of a range of customized products for the benefit of the Member States that are likely to benefit from stronger regional integration, and thus need trade information to identify new market opportunities. In applying the lesson, the subprogramme will increasingly invest in its global public good suite to: (a) make it more compatible with devices such as mobile phones and tablets; (b) further tailor its competitive intelligence solutions in line with the demands of Member States and business support institutions; and (c) expand the scope of covered information such as trade and regulations in services.

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

10.171 This work is expected to contribute to the objective, as demonstrated by the growth of total users of the ITC global public goods offering to 1,225,000 users and the cumulative international trade and investment transactions catalysed through that offering to \$1.093 billion by 2022 (see figure 10.VIII).

Figure 10.VIII

**Performance measure: total number of users of and total volume of transactions facilitated by the International Trade Centre's global public goods offering (cumulative)**



#### **Legislative mandates**

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

*General Assembly resolutions*

2297 (XXII)	International Trade Centre	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
64/189; 66/186	Unilateral economic measures as a means of political and economic coercion against developing countries	74/231	Development cooperation with middle-income countries
64/216; 66/215	Second United Nations Decade for the Eradication of Poverty (2008–2017)	74/235	Women in development
64/220; 66/218; 74/238	Operational activities for development of the United Nations system	75/202	Information and communications technologies for sustainable development
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	75/203	International trade and development
		75/207	Promoting investments for sustainable development
66/288	The future we want	75/208	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development	75/211	Entrepreneurship for sustainable development
		75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	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
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030		Disaster risk reduction
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	75/216	Protection of global climate for present and future generations of humankind
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	75/217	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/219	Towards a New International Economic Order
71/279	Micro-, Small and Medium-sized Enterprises Day	75/225	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/227	Follow-up to the second United Nations Conference on Landlocked Developing Countries
		75/228	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
73/195	Global Compact for Safe, Orderly and Regular Migration	75/229	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation	75/230	Industrial development cooperation
74/198	International Year of Creative Economy for Sustainable Development, 2021	75/231	South-South cooperation
74/204	Commodities	75/234	

*Economic and Social Council resolutions*

1819 (LV)	United Nations export promotion programmes	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
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*World Trade Organization ministerial declarations and decisions*

WT/MIN (01)/DEC/1	Doha Ministerial Declaration	WT/MIN (13)/DEC	Bali Ministerial Declaration
WT/MIN (05)/DEC	Doha Work Programme: Ministerial Declaration	WT/MIN (15)/DEC	Nairobi Ministerial Declaration
WT/MIN (11)/W/2	Elements for political guidance	WT/MIN (17)/DEC	Joint Declaration on Trade and Women's Economic Empowerment

**Deliverables**

10.173 Table 10.23 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 10.23

**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	3	3	3
2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>7</b>	<b>8</b>	<b>7</b>	<b>8</b>
3. Meetings of the Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund	4	4	4	4
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meetings of the Fifth Committee	1	1	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
7. Meetings of the WTO Committee on Budget, Finance and Administration	–	1	–	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>120</b>	<b>127</b>	<b>130</b>	<b>130</b>
8. Trade-related technical assistance projects	120	127	130	130
<b>Seminars, workshops and training events</b> (number of days)	<b>2 900</b>	<b>4 385</b>	<b>3 000</b>	<b>3 500</b>
9. On trade intelligence, policy and strategy	525	407	600	700
10. On business support institutions	277	272	300	350
11. On value chains	2 098	3 706	2 100	2 450
<b>Technical materials</b> (number of materials)	<b>25</b>	<b>30</b>	<b>30</b>	<b>30</b>
12. <i>SME Competitiveness Outlook</i> flagship report	1	1	1	1
13. Books on trade-related subjects	4	4	4	4
14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, competitiveness of micro-, small and medium-sized enterprises and competitiveness of women-owned micro-, small and medium-sized enterprises	20	25	25	25

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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### C. Substantive deliverables

**Consultation, advice and advocacy:** customized support to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among micro-, small and medium-sized enterprises, such as women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups in policy and strategy processes.

**Databases and other substantive digital materials:** maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database with over 20,000 registered women entrepreneurs, “SheTrades Outlook”, the ITC “SME trade academy”, the Ye! community and platform (with over 20,000 young entrepreneurs), and the Trade Maps suite of tools (Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map), which attracts over 1 million users annually.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the *International Trade Forum* magazine, with over 100,000 online views per year; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects for over 10,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.

**Digital platforms and multimedia content:** design, updating and maintenance of websites and social media accounts, including the ITC website, with over 4 million views a year; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women entrepreneurs and youth, with over 100,000 combined followers of social media accounts.

**Library services:** on-demand services for ITC clients related to trade information; and provision of online updates on trade-related publications to trade support institutions from developing countries.

## Programme 11

### Environment

#### Overall orientation

#### Mandates and background

11.1 The United Nations Environment Programme (UNEP) is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [2997 \(XXVII\)](#), and by the Governing Council of UNEP in its decision 19/1. That decision set out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in 1997 in the annex to its resolution [S-19/2](#) and further reaffirmed by its resolutions [53/242](#), in 1999, and [66/288](#) and [67/213](#), in 2012. Member States recognize the importance of the environmental dimension to the successful implementation of the 2030 Agenda for Sustainable Development. Within its mandate, UNEP will support Member States by providing strategic direction towards the achievement of environmental sustainability, while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development. Acknowledging the integrated nature of the challenges that countries face (e.g. gender equality, income inequality, social exclusion and lack of environmental safeguards), UNEP will play a critical role in catalysing the fulfilment of the commitments and action that drive transformational change for sustainable development.

#### Strategy and external factors for 2022

11.2 The medium-term strategy for the period 2022–2025 contains a vision of UNEP as supporting Member States in developing and implementing policies, strategies and programmes to strengthen the environmental dimension of the 2030 Agenda, but with a forward-looking 2050 perspective on planetary sustainability. The strategy depends on recognition of the existence of three planetary crises: climate change, biodiversity loss and pollution (see decision 5/2). The strategy outlines a set of transformative shifts to target the drivers of these crises. The strategy also maps out the actions needed to reshape consumption and production patterns towards more sustainable and equitable models that contribute to the UNEP vision for planetary sustainability, human health and well-being. The aim of the programme for 2022 is to focus on how UNEP can meet current and future expectations, while continuing to deliver on the promises made to Member States in 2012 through the United Nations Conference on Sustainable Development and its outcome document, entitled “The future we want” (General Assembly resolution [66/288](#)). It demonstrates the significant role of UNEP in supporting countries’ efforts to build their capacity to deliver on their environmental goals and commitments under international agreements.

11.3 Through the strategy, UNEP places the three planetary crises of climate change, biodiversity loss and pollution at the heart of its work. UNEP will tackle those crises through transformative multi-stakeholder actions that target the root causes and drivers of those crises. The aims of the strategy are to enable UNEP to make a deeper and broader impact that can underpin positive social and economic outcomes, while reducing vulnerabilities in support of sustainable development. UNEP will ensure that science remains at the centre of all decision-making processes, including on emerging issues, and that the environmental rule of law continues to improve global environmental governance, closely aligned with the multilateral environmental

agreements for which it provides the secretariats and the direction set by the 2030 Agenda. The United Nations Environment Assembly adopted decision 5/2 on 23 February 2021, in which it approved the medium-term strategy for the period 2022–2025 and the programme of work and budget for the biennium 2022–2023. The decision was designed to realign the programmatic work of UNEP within its existing mandate to optimize its crucial role as a global substantive and normative environmental organization that services Member States, while addressing the interconnectedness of the above-mentioned planetary crises, stepping up the delivery of the thematic core areas and enabling the transformation necessary to reach a sustainable future. The internal reconfiguration of UNEP is aimed at tackling the three planetary crises through three thematic subprogrammes (Climate action, Nature action and Chemicals and pollution action), two foundational subprogrammes (Science policy and Environmental governance) and two enabling subprogrammes (Finance and economic transformations, and Digital transformations). The aim of the foundational subprogrammes is to step up the delivery of the thematic core areas of work, in close alignment with the multilateral environmental agreements and the direction set by the 2030 Agenda. The aim of the enabling subprogrammes is to accelerate systemic interventions to shift global economic systems towards more sustainable modes, while leveraging the power of digital technologies. Current subprogramme 2, Resilience to disasters and conflicts, will no longer be a stand-alone subprogramme and its activities will be mainstreamed into the other subprogrammes. The reporting on the performance of that subprogramme in 2020 is presented in the annex to part A. Accordingly, the updated structure of UNEP is reflected in the proposed programme plan for 2022. Specifically, the changes are as follows:

- (a) **Subprogramme 1:** the renaming of the subprogramme from Climate change to Climate action;
- (b) **Subprogramme 2:** the discontinuation of current subprogramme 2, Resilience to disasters and conflicts, as a stand-alone subprogramme and the mainstreaming of its activities into the other subprogrammes, and the establishment in its place of a new subprogramme 2, Digital transformations in supporting environmental action, that will function as an enabling subprogramme within the existing mandates of UNEP;
- (c) **Subprogramme 3:** the renaming of the subprogramme from Healthy and productive ecosystems to Nature action;
- (d) **Subprogramme 4:** no change;
- (e) **Subprogramme 5:** the renaming of the subprogramme from Chemicals, waste and air quality to Chemicals and pollution action;
- (f) **Subprogramme 6:** the renaming of the subprogramme from Resource efficiency to Finance and economic transformations;
- (g) **Subprogramme 7:** the renaming of the subprogramme from Environment under review to Science policy.

11.4 For 2022, the UNEP planned deliverables and activities reflect the known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. Such planned deliverables and activities include facilitating access to finance, technology and innovative solutions to help countries to build more resilient and inclusive economies and technology in a post-COVID-19 world, in particular by: using climate strategies, such as a fiscal stimulus, as the blueprint for COVID-19 recovery; closing the digital divide; improving understanding of biodiversity and health linkages to enhance science-based decision-making; providing tailored policy advice to Member States, the secretariats of



multilateral environmental agreements and implementing partners; improving waste management systems; and developing policy recommendations on building back better. Specific examples of planned deliverables and activities are provided under subprogrammes 1, 2, 3, 4, 5 and 6. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 1, 2, 3, 4, 5 and 6.

11.5 With regard to cooperation with other entities at the global, regional, subregional, national and local levels, UNEP will continue raising ambitions and promoting leadership through advocacy and a normative and standard-setting approach. UNEP will support Member States through transformative strategic partnerships that deliver sustainable solutions, integrating health, education, poverty reduction, and economic and social well-being. Its partnership with the secretariats of multilateral environmental agreements will remain pivotal to securing stronger synergies and enhancing the impact of the work of the respective parties. UNEP will encourage non-governmental stakeholders, including the private sector and the finance community, to increase investment in renewable energy and improve environmental sustainability. Within the context of these partnerships, actions are aimed at ensuring deeper delivery and making a broader impact in support of sustainable development, while strengthening the ability of countries to rapidly respond to the environmental impacts of disasters and conflicts.

11.6 With regard to inter-agency coordination and liaison, UNEP has the overall responsibility for leading and coordinating the response on environmental issues within the United Nations system. Through the United Nations Environment Management Group, UNEP will catalyse international action to enhance the coherence of environmental sustainability strategies and provide more visibility to partnership initiatives. UNEP will use the opportunity provided by the United Nations development system reform to empower the United Nations to address global environmental crises. UNEP will also leverage this opportunity to enhance its guiding role, raise ambitions, and accelerate and scale up progress towards the Secretary-General's decade of action to deliver the Sustainable Development Goals. UNEP will continue to focus on ensuring that its work is well reflected and embedded in the new generation of United Nations country teams and the reinvigorated resident coordinator system through active engagement with the Development Coordination Office and to leverage its work and expertise at the regional, subregional and country levels. UNEP will integrate the priorities of the multilateral environmental agreements into these processes to enable the United Nations system to respond to environmental issues in a coordinated manner.

11.7 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) The continued expansion of effective partnerships and networks continuing to set the direction of science-based environmental policies for countries and major implementing agencies;
- (b) The ability of local and national approaches to be scaled up at the regional, subregional and global levels to ensure a systemic impact;
- (c) The continued availability of extrabudgetary funding, enabling countries to make the transition to sustainable development.

11.8 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.

11.9 UNEP integrates a gender perspective into its operational activities, deliverables and results, as appropriate. UNEP will work to fully implement Environment Assembly resolution 4/17 on promoting gender equality and the human rights and empowerment of women and girls in environmental governance. UNEP will fully support Member States in their achievement of Sustainable Development Goal 5 in the context of the environment, calling for women's full and effective participation and equal opportunities for leadership at all levels of environmental decision-making. UNEP will continue to operationalize gender and human rights dimensions and non-discrimination issues in programme and project design to ensure that gender equality and human rights perspectives are fully embedded and integrated into its operational activities, deliverables and results, as appropriate.

11.10 To contribute to a safe and fit-for-purpose physical environment at its headquarters in Nairobi, UNEP supports the United Nations Office at Nairobi with the implementation of the United Nations Disability Inclusion Strategy. In addition to full respect for human rights and the programming principle of leaving no one behind, UNEP is paying increasing attention to the situation of persons with disabilities, such as by sensitizing their needs and concerns in its programme and project design and implementation and tailoring its projects to fit the conditions and needs of local communities. Addressing the concerns and needs of persons with disabilities is particularly relevant when supporting climate change-related early warning systems or in projects that deal with environmental disasters and conflicts. UNEP will continue to reinforce the promotion and protection of the rights of persons with disabilities through its safeguard risk screening and mitigation procedure.

## **Programme performance in 2020**

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

11.11 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UNEP, as it had to move towards alternative forms of consultations, decision-making processes and capacity-building initiatives, using a range of innovative approaches. This included the organization of virtual meetings, accompanied by pre-recorded presentations and/or preparatory online sessions. Many of the scheduled meetings and conferences were held successfully, as demonstrated by the seventh session of the annual subcommittee meeting of the Committee of Permanent Representatives and the discovery session with Member States on the UNEP medium-term strategy for the period 2022–2025, held in May 2020. However, owing to logistical implications, such as live interpretation into six languages, accreditation and the consideration of draft decisions and resolutions, many intergovernmental meetings and conferences of the parties meetings have been postponed until in-person meetings can be held. A specific example is the fifth session of the United Nations Environment Assembly, on the theme “strengthening actions for nature to achieve the Sustainable Development Goals”, which is to be held in two parts: a first session was held in February 2021, which enabled a restricted number of delegates and staff members to focus on administrative, budgetary and procedural decisions at United Nations Headquarters, while other delegates and staff members participated virtually. A second resumed session is scheduled for February 2022, which will be for in-depth substantive discussions that require in-person negotiations. The change in approach and the cancellation or postponement of planned deliverables and activities have also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1, 4, 5 and 6.

11.12 At the same time, however, some planned deliverables and activities were adjusted 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. On account of travel restrictions and an increasing need for capacity-building workshops and hands-on training and guidance, UNEP had to change its approach regarding support on the ground. New activities included the provision of support to Member States, staff members and other end users by covering COVID-19 aspects in advice, publications, outreach, advocacy and other products and services. UNEP is also implementing a COVID-19 response building block strategy and has involved stakeholders in the development of a road map for recovery. As part of this response plan, UNEP examined how to move global environmental governance forward. The modified deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 3, 4, 5 and 6.

11.13 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, UNEP will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned and best practices include capitalizing on virtual engagement with partners from their capitals and from countries that do not have diplomatic representation in Nairobi to drive efficacy, reduce greenhouse gas emissions and broaden collaboration. UNEP and the secretariats of the multilateral environmental agreements have been reviewing the legal, logistical and environmental implications of modernizing methods of environmental governance and multilateralism and have been able to retain the most important principles and practices of intergovernmental meetings. This is specified in subprogramme 4.

## Legislative mandates

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

### *General Assembly resolutions*

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation	67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development
47/190	Report of the United Nations Conference on Environment and Development		
S-19/2	Programme for the Further Implementation of Agenda 21		
53/242	Report of the Secretary-General on environment and human settlements	67/251	Change of the designation of the Governing Council of the United Nations Environment Programme
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	68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster <sup>1</sup>
66/288	The future we want		

<sup>1</sup> Legislative mandate of subprogramme 2, Resilience to disasters and conflicts, which is proposed to be mainstreamed, as outlined in paragraph 11.3 above.

68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development	74/118 74/121 74/208 74/213	Strengthening of the coordination of emergency humanitarian assistance of the United Nations <sup>1</sup> Policies and programmes involving youth Oil slick on Lebanese shores <sup>1</sup> Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/216	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
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	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
72/310	New Partnership for Africa’s Development: progress in implementation and international support	74/229	Science, technology and innovation for sustainable development
72/311	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	74/230 75/151	Culture and sustainable development Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
73/238	The role of the international community in the prevention of the radiation threat in Central Asia	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
73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners		
74/52	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control <sup>1</sup>	75/216 75/218	Disaster risk reduction <sup>1</sup> Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
74/81	Effects of atomic radiation		
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development <sup>1</sup>	75/222	Combating sand and dust storms

*Governing Council of the United Nations Environment Programme decisions*

SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti <sup>1</sup>	24/11 26/15	Intensified environmental education for achieving sustainable development Strengthening international cooperation on the environmental aspects of emergency response and preparedness <sup>1</sup>
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme	27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early-warning systems in the aftermath of the Indian Ocean tsunami disaster <sup>1</sup>	27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges
23/11	Gender equality in the field of the environment (para. 10)		

*United Nations Environment Assembly resolutions and decisions*

1/1	Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme	2/19	Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)
1/4	Science-policy interface	2/20	Proposed medium-term strategy for 2018–2021 and programme of work and budget for 2018–2019
1/8	Ecosystems-based adaptation		
1/10	Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication	2/22	Review of the cycle of the United Nations Environment Assembly of the United Nations Environment Programme
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group	2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	3/1	Pollution mitigation and control in areas affected by armed conflict or terrorism <sup>1</sup>
1/16	Management of trust funds and earmarked contributions	3/2	Pollution mitigation by mainstreaming biodiversity into key sectors
1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility	3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development
2/1	Amendments to the rules of procedure	3/4	Environment and health
2/2	Role and functions of the regional forums of ministers of the environment and environment authorities	3/5	Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals
2/3	Investing in human capacity for sustainable development through environmental education and training	3/6	Managing soil pollution to achieve sustainable development
2/4	Role, functions and modalities for United Nations Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the Sustainable Development Goals	3/8	Preventing and reducing air pollution to improve air quality globally
		3/9	Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries
2/5	Delivering on the 2030 Agenda for Sustainable Development	3/10	Addressing water pollution to protect and restore water-related ecosystems
2/6	Supporting the Paris Agreement	3/11	Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”
2/13	Sustainable management of natural capital for sustainable development and poverty eradication	4/1	Programme of work and budget for the biennium 2020–2021
2/15	Protection of the environment in areas affected by armed conflict	4/3	Sustainable mobility
2/16	Mainstreaming of biodiversity for well-being	4/6	Marine plastic litter and microplastics
2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions	4/14	Sustainable nitrogen management
		4/17	Promote gender equality, and the human rights and empowerment of women and girls in environmental governance
2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariat	4/18	Poverty environment Nexus
		4/19	Mineral resource governance
		4/20	Fifth Programme for the Development and Periodic Review of Environmental Law (Montevideo V): delivering for people and the planet

4/21	Implementation plan “Towards a pollution-free planet”	4/23	Keeping the world environment under review: enhancing the United Nations Environment Programme science-policy interface and endorsement of the Global Environment Outlook
4/22	Implementation and follow up of United Nations Environment Assembly resolutions		

## Deliverables

11.15 Table 11.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 11.1

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
1. Meetings of the United Nations Environment Assembly	–	–	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects) <sup>a</sup>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2</b>
5. Projects to assess environmental risks from disasters and conflicts <sup>a</sup>	1	1	2	1
6. Projects on institutional and legal frameworks to improve national and local preparedness to mitigate environmental risks from disasters and conflicts <sup>a</sup>	1	1	2	1
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>
7. Publications on disaster risk reduction, preparedness assessments and road maps <sup>a</sup>	2	2	2	2
8. UNEP medium-term strategy for the period 2022–2025	–	–	1	–
9. UNEP annual report	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to humanitarian and military actors on environmental footprint reduction. <sup>a</sup>				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> expert advice to Member States and international partners, upon request, on the monitoring and implementation of strategies to enhance environmental risk reduction, environmental emergency response and environmental recovery and to make progress towards the achievement of the Sustainable Development Goals. <sup>a</sup>				

<sup>a</sup> Deliverables of subprogramme 2, Resilience to disasters and conflicts, which is proposed to be mainstreamed, as outlined in paragraph 11.3 above.

## Evaluation activities

11.16 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Biennial Evaluation Synthesis Report 2018–2019, which summarizes performance trends and highlights key implementation lessons from 60 evaluations completed during the biennium;

(b) Twenty-one evaluations of completed projects, including on greenhouse gas reduction and energy efficiency, ecosystems and biodiversity, biosafety, chemicals management, reducing climate change impacts, capacity-building and technical assistance, and international environmental law, as well as an evaluation of the Strategic Cooperation Agreement under the European Union Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy;

(c) Evaluation of subprogramme 7, Science policy.

11.17 The findings of the evaluations and self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. In response to recommendations in these evaluations and self-evaluations and key findings from the Office of Internal Oversight Services evaluation of UNEP in 2019, UNEP embarked upon a transformation process to improve its operational efficiency, enhance the quality of its impact and results, and provide better support to Member States. On the basis of this programme-wide strategic process, UNEP will continue to strengthen collective accountability at all levels to enhance the delivery of its programme of work. UNEP also plans to further align its deliverables to the Sustainable Development Goals and enhance its effectiveness in monitoring the Secretary-General's reforms and gender mainstreaming.

11.18 The following evaluations and self-evaluations are planned for 2022:

(a) Twenty evaluations of completed projects on climate action, nature action, chemicals and pollution action, science policy, environmental governance and the green economy in the context of sustainable development and poverty eradication;

(b) Evaluation of subprogramme 1, Climate action.

## **Programme of work**

### **Subprogramme 1**

#### **Climate action**

#### **Objective**

11.19 The objective, to which this subprogramme contributes, is to advance the transition of countries to low-emission economic development and increase their adaptation and resilience to climate change.

#### **Strategy**

11.20 To contribute to the objective, the subprogramme will support countries with the development of policies and standards, promote investment in clean energy and improve the global rate of energy efficiency, which will help Member States to make progress towards the achievement of Sustainable Development Goal 7. The subprogramme also plans to continue helping countries to implement gender-sensitive policies that achieve quantifiable carbon, social and environmental benefits, including through the reduction of emissions from deforestation and forest degradation, which helps Member States to make progress towards the achievement of Goals 5 and 15. The subprogramme will also continue building countries' technical capacity to integrate ecosystem-based management into their national adaptation plans, put in place institutional arrangements to coordinate such plans and access climate change adaptation finance for implementing such plans, thereby helping Member States to make progress towards the achievement of Goals 13 and 15. In addition, the

subprogramme will continue to collaborate with the private sector in constructive and result-oriented partnerships that leverage climate finance and scale up the ambitions and impacts of climate action globally, which will help Member States to make progress towards the achievement of targets under Goals 13 and 17.

11.21 The subprogramme plans to support Member States on issues related to COVID-19 by advocating, and providing evidence and technical support for, the use of climate strategies, such as a fiscal stimulus, in the context of sustainable COVID-19 recovery.

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

(a) Countries lowering their emissions of greenhouse gases and other pollutants by reducing energy intensity and demand in sectors such as lighting, appliances, equipment, buildings and transport;

(b) The increased capacity of countries to capitalize on investment opportunities that reduce greenhouse emissions from deforestation and forest degradation with adequate social and environmental safeguards;

(c) The increased capacity of countries to institutionalize, implement and monitor their national adaptation plans;

(d) Member States making use of innovative models to enhance financing for sustainable investments and the dissemination of low-emission and low-carbon technologies that help to significantly reduce greenhouse gas emissions, promote access to energy and enhance productive energy use.

11.23 The planned support on issues related to COVID-19 is expected to result in an increase in low-emission investment as a result of countries using climate strategies as the blueprint for COVID-19 recovery, as specified in more detail under result 3 below.

## **Programme performance in 2020**

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

### **Increased investment in clean energy**

11.25 Clean energy is crucial to limiting global warming to well below 2°C and pursuing efforts to limit temperature increases to 1.5°C compared with pre-industrial levels. The subprogramme, through the Seed Capital Assistance Facility, co-financed clean energy projects aimed at increasing the availability of investment for early-stage low-emission projects.

11.26 The subprogramme also supported countries and regions in adopting clean and energy-efficient products through projects and partnerships such as the United for Efficiency initiative. Furthermore, the subprogramme produced publications, such as the *Global Trends in Renewable Energy Investment* report to provide insights, guidance and policy recommendations to increase renewable energy investment.

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

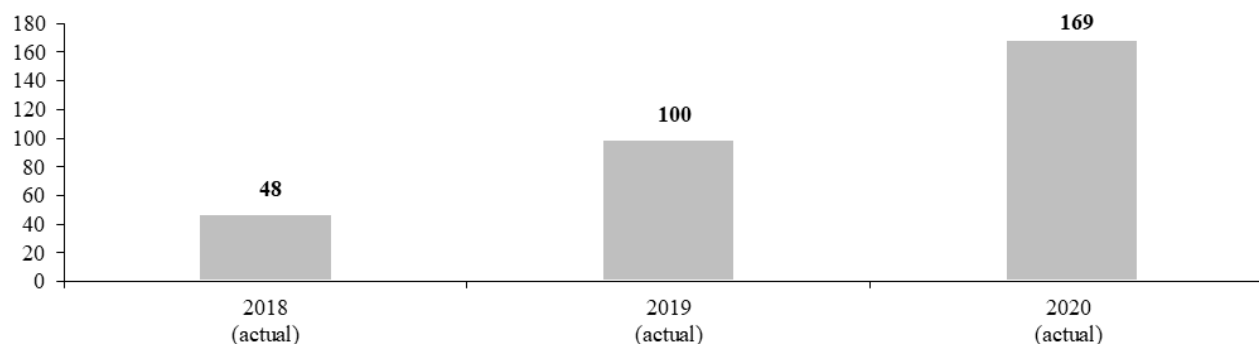
11.27 The above-mentioned work contributed to the objective, as demonstrated by the investment of \$169 million in clean energy, which represents a 69 per cent increase compared with 2019. This increment was achieved through partnerships with United for Efficiency and the Seed Capital Assistance Facility (see figure 11.I).



Figure 11.I

**Performance measure: sustainable energy investments catalysed by the United Nations Environment Programme and its partnerships (cumulative)**

(Millions of United States dollars)



### Impact of COVID-19 on subprogramme delivery

11.28 Owing to the impact of COVID-19 during 2020, the subprogramme postponed approximately one fifth of its planned activities under the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries programme beyond 2020. This stymied the advancement of programme countries towards the achievement of Goal 13.

11.29 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely: (a) advocacy for sustainable COVID-19 recovery through the rechannelling of a fiscal stimulus to climate strategies such as nationally determined contributions and national adaptation plans; (b) the leveraging of “building back better” efforts to help countries to adopt solutions to lower greenhouse gas emissions; and (c) the inclusion of sections on impacts related to COVID-19 in UNEP flagship reports, such as the *Emissions Gap Report 2020* and the *Adaptation Gap Report 2020*. The *Emissions Gap Report 2020* includes analysis of reduction of emissions due to reduced economic activity, while the *Adaptation Gap Report 2020* includes insights into the sustainable recovery options available for climate change adaptation in the post-COVID-19 world.

### Planned results for 2022

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

#### Result 1: increased climate ambition<sup>2</sup>

##### Programme performance in 2020

11.31 The subprogramme supported countries and regions to formulate and implement climate strategies through its initiatives, such as the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants and the Climate Technology Centre and Network. The subprogramme also produced three flagship reports that link

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

climate science with policy and include recommendations to countries on areas in which climate ambitions could be increased.

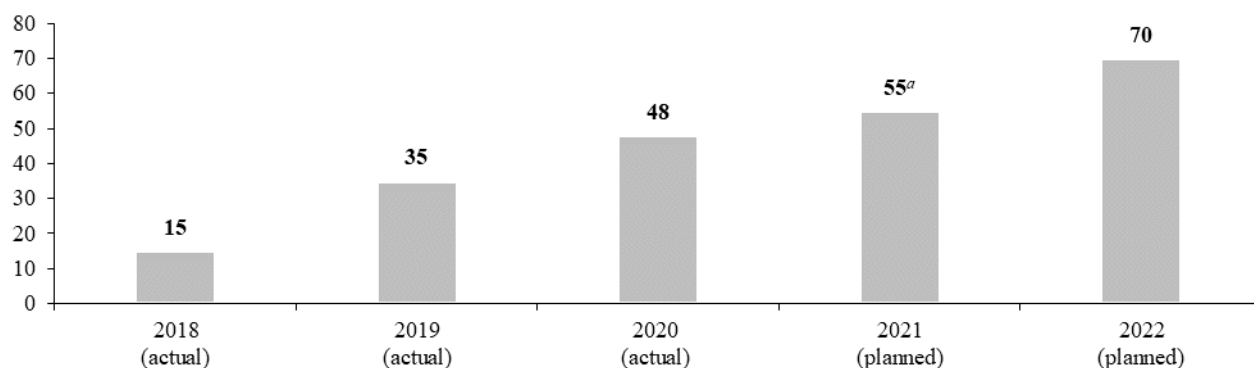
11.32 The above-mentioned work contributed to 48 countries adopting or implementing low-emission development plans, which exceeded the planned target of 40 countries reflected in the proposed programme budget for 2020.

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

11.33 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 to create ambitious climate-related development plans guided by science and enhance their participation in the enhanced transparency framework for action and support of the Paris Agreement. The expected progress is presented in the performance measure below (see figure 11.II).

Figure 11.II

**Performance measure: total number of countries that have adopted or implemented low-emission development plans (cumulative)**



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

### **Result 2: electric mobility: raising the ambition through a global electric mobility programme<sup>3</sup>**

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

11.34 The subprogramme launched the global electric mobility programme to support countries transitioning to low-emission mobility. Under this programme, country projects were developed to enhance the development of electric mobility frameworks and programmes. The subprogramme also implemented projects and provided technical assistance to countries and cities in the Latin American and Caribbean region through the Movilidad Eléctrica en América Latina (MOVE) initiative to promote the uptake of sustainable mobility.

11.35 The above-mentioned work contributed to two countries implementing soot-free bus fleet programmes, with the support of the global electric mobility programme, which met the planned target reflected in the programme budget for 2021.

<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

11.36 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 working on the country programmes and will expand the coverage of national plans and strategies for transitioning to electric mobility. The expected progress is presented in the performance measure below (see table 11.2).

Table 11.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Five countries shift to low-sulfur diesel and adopt vehicle emission standards	Launch of the global electric mobility programme and commitment by 29 countries to develop comprehensive national and/or city electric mobility projects	Two countries develop soot-free bus fleet programmes, with the support of the global electric mobility programme	Four countries develop fiscal incentives for electric vehicles, with the support of the global electric mobility programme	Four additional countries develop fiscal policies for electric vehicles, with the support of the regional hubs of the global electric mobility programme

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

### Result 3: improved low-emission investment by leveraging climate strategies as the blueprint for COVID-19 recovery

#### Proposed programme plan for 2022

11.37 Countries are providing a fiscal stimulus in support of COVID-19 recovery efforts. To date, a large share of the funds of each fiscal stimulus have been projected to increase emissions and carbon-intensive processes, which is not compatible with the pathway for keeping temperature rises below 2°C, as described in the *Emissions Gap Report 2020* and the *Production Gap Report 2020*. Therefore, countries have requested support to align their recovery efforts with climate strategies and leverage low-emission and low-carbon options. The subprogramme supported countries to identify and address these options as part of their COVID-19 recovery efforts.

#### *Lessons learned and planned change*

11.38 The lesson for the subprogramme was that there was a high demand for support by Member States related to climate investment in the context of the COVID-19 fiscal stimulus. In particular, the alignment of the fiscal stimulus with climate strategies offers an opportunity to enable countries to achieve their climate commitments, such as nationally determined contributions under the Paris Agreement. In applying the lesson, the subprogramme will support raising awareness on how climate strategies offer sustainable COVID-19 recovery options. In addition, the subprogramme will support countries to develop projects channelling the COVID-19 fiscal stimulus into climate investments.

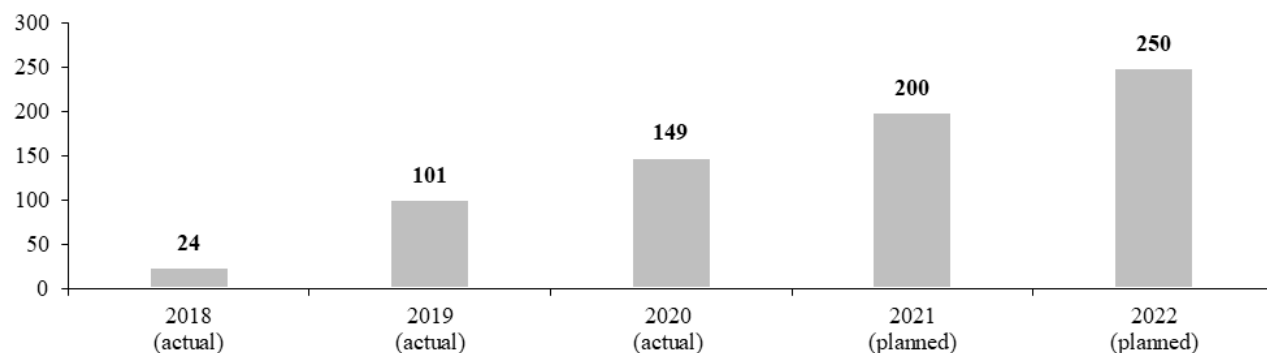
*Expected progress towards the attainment of the objective, and performance measure*

11.39 This work is expected to contribute to the objective, as demonstrated by the investment of \$250 billion in indicators on climate finance. With UNEP support, countries and institutions are expected to invest an additional \$50 billion of climate finance assets in clean energy and energy efficiency by 2022 (see figure 11.III).

Figure 11.III

**Performance measure: total financial assets invested in the low-emission mandate (cumulative)**

(Billions of United States dollars)



## Legislative mandates

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

*General Assembly resolutions*

69/225	Promotion of new and renewable sources of energy	74/219	Protection of global climate for present and future generations of humankind
73/230	Effective global response to address the impacts of the El Niño phenomenon	74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all

*Governing Council of the United Nations Environment Programme decisions*

27/10	Climate Technology Centre and Network
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## Deliverables

11.41 Table 11.3 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 11.3

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Projects on mitigation and adaptation technologies through the Climate Technology Centre and Network	3	3	3	3

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
2. Publications on renewable energy, energy efficiency and the energy sector	3	3	3	3
3. Publications (assessments and tools) on adaptation and resilience	3	3	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to some 20 countries on climate matters, including South-South cooperation, ecosystem-based adaptation, climate financing, the United Nations Framework Convention on Climate Change, short-lived climate pollutants, low-emission development, renewable energy and energy efficiency, and the Warsaw Framework for REDD-plus.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press conferences, side events, content on social media platforms and goodwill ambassador outreach and communication on adaptation to and mitigation of climate change, and the benefits of reducing emissions from deforestation and forest degradation, reaching an audience in excess of 1 million.				

## Subprogramme 2

### Digital transformations in supporting environmental action

#### Objective

11.42 The objective, to which this subprogramme will contribute, is to advance the use of data and analytics on environmental issues to allow more effective policies, decisions, actions and investments by Member States and the private sector towards the achievement of the targets of the Sustainable Development Goals related to climate, nature and pollution, and of relevant multilateral environmental agreements.

#### Strategy

11.43 To contribute to the objective, the subprogramme will support and scale up environmental change through an effectively governed and inclusive data architecture and digital ecosystem for the planet. Through its enabling role, the subprogramme will leverage digital transformations to digitize scientific knowledge and democratize its availability across the three thematic subprogrammes of UNEP. Digital tools will be used strategically to enable, accelerate and amplify impact, as well as to bring more transparency to knowledge about the state of the planet, in line with the Secretary-General's Road Map for Digital Cooperation ([A/74/821](#)), the Data Strategy of the Secretary-General for Action by Everyone, Everywhere and the System-wide Road Map for Innovating United Nations Data and Statistics ([CEB/2020/1/Add.1](#)). The subprogramme will initiate partnerships with public and private sector actors to harness data, digital technologies and computational sustainability, in order to help Member States to amplify and accelerate deeper structural transformations, with a view to driving markets, value chains, consumer behaviours and decision-making towards the achievement of environmental sustainability outcomes. Based on digital norms and governance frameworks, integrated data sets and analysis will be used to produce actionable, real-time and predictive insights, contributing to the automatic monitoring of global, national and local progress towards key targets of the Sustainable Development Goals related to climate, biodiversity and pollution and relevant internationally agreed frameworks, including multilateral environmental agreements. The subprogramme will also work with key stakeholders to improve digital literacy and use digital platforms to enable further public participation in decision-making, open innovation and citizen science. These planned activities will

help Member States to make progress towards the implementation of the targets under Goals 9, 16 and 17.

11.44 The subprogramme plans to support Member States on issues related to COVID-19 by providing normative support, upon request, on how to close the digital divide through the use of information and communications technologies procured in accordance with sustainability standards.

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

(a) The increased capacity of Member States to monitor the world environmental situation through the adoption of a global data architecture, governance framework, safeguards and standards for environmental and climate data and related digital public goods;

(b) Member States having the increased ability to predict and address future environment-related risks through the development of big data platforms that can measure the increasing convergence of environmental, climate stress and disaster vulnerability over space and time, as well as offering predictive analytics and an early warning system;

(c) Accelerated adoption of low-emission and low-carbon behaviours, lifestyles and products by consumers and citizens, through increased carbon emissions transparency, digital eco-labelling and digital nudging, including through e-commerce platforms and digital games;

(d) Identification and scaled adoption of digital technologies by Member States to support the conservation, sustainable use and equitable benefit-sharing of biodiversity;

(e) The improved capacity of Member States and other stakeholders to consider and develop policies, using digital transformations to achieve environmental outcomes.

11.46 The planned support on issues related to COVID-19 is expected to result in reduced environmental impacts, e-waste and carbon emissions arising from the procurement and installation of digital infrastructure used to bridge the digital divide as part of COVID-19 economic recovery efforts.

## **Planned result for 2022**

11.47 The planned result for 2022 is a new planned result.

### **Use of data and data analytics to amplify and accelerate contributions to achieving the Sustainable Development Goals**

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

11.48 Digitalization is sweeping the planet, changing the economy, societies, institutions and even humanity. But it is not a prerequisite that this occurs in an inclusive, equitable or sustainable manner. In 2019, the High-level Panel on Digital Cooperation reported that digital transformation has implications for all 17 Goals and their 169 targets. Digital transformations in supporting environmental action, as an enabling subprogramme, will support Member States and the other UNEP subprogrammes to adopt digital technologies that amplify and accelerate their contributions to achieving targets related to climate, nature and pollution within the framework of the Goals and across relevant multilateral environmental agreements.

*Lessons learned and planned change*

11.49 The lesson for UNEP was that, while it has been adopting various digital transformation approaches in its programme of work for the past decade, there was an ongoing need to adopt a digital transformation approach that could consolidate UNEP data and platforms into a digital ecosystem. In applying the lesson, the subprogramme will address this challenge by adopting and helping to implement a global environmental data strategy aligned with the Secretary-General's data strategy. This will be done by building a state-of-the-art platform, the World Environment Situation Room, that consolidates planetary data, and by working with end users, Member States and the private sector to ensure that these data drive policymaking and decision-making in terms of investment, supply chains and consumer behaviours. In addition, this will enhance the analytical capabilities of UNEP to integrate environmental and climate trends, risks and opportunities into the common country assessments of United Nations country teams.

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

11.50 This work is expected to contribute to the objective, as demonstrated by the increased number of flagship partnerships established with major digital platforms and the increased integration of environmental and sustainability data, metrics, norms and values into digital platforms, filters and algorithms, to inform and facilitate effective decision-making and policymaking by Member States and the private sector, in order to incentivize sustainable products, behaviours and lifestyles (see table 11.4).

Table 11.4  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	—	Five flagship partnerships established with major digital platforms as a step towards ensuring the universal availability of consolidated planetary data, to facilitate effective decision-making and policy development for Member States and the private sector

**Legislative mandates**

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

*United Nations Environment Assembly resolutions*

4/23	Keeping the world environment under review: enhancing the United Nations Environment Programme science-policy interface and endorsement of the Global Environment Outlook
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*Governing Council of the United Nations Environment Programme decisions*

23/1, sect. I	Implementation of decision SS.VII/1 on international environmental governance: Bali Strategic Plan for Technology Support and Capacity-building
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**Deliverables**

11.52 Table 11.5 lists all deliverables, by category and subcategory, for 2022 that are expected to contribute to the attainment of the objective stated above.

Table 11.5

**Subprogramme 2: deliverables for 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	—	—	—	<b>13</b>
1. Meetings on the development of a global environmental data strategy and digital cooperation framework	—	—	—	6
2. Meetings on the development of the World Environment Situation Room and identification of transformative applications	—	—	—	6
3. Meetings on the development and implementation of the environmental action plan for the Secretary-General's Road Map for Digital Cooperation	—	—	—	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	—	—	—	<b>1</b>
4. Technical support in using the World Environment Situation Room for digital transformation	—	—	—	1
<b>Seminars, workshops and training events</b> (number of days)	—	—	—	<b>4</b>
5. Digital transformation for environmental sustainability – national training	—	—	—	4
<b>Publications</b> (number of publications)	—	—	—	<b>1</b>
6. Identification of digital technologies that can help to speed and scale up global actions towards targets related to climate, nature and pollution	—	—	—	1
<b>Technical materials</b> (number of materials)	—	—	—	<b>1</b>
7. Technical guidance on minimizing the environmental, climate and e-waste footprint of information and communications technologies	—	—	—	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation events with at least 50 Member States and other entities, including from the United Nations system and stakeholders, on the global environmental data strategy and on integration methods for environmental data and analytics to support digital platforms, files and algorithms; advice to some 10 Member States and stakeholders on strengthening the adoption of data and digital transformation to achieve national climate, nature and pollution targets; advice to more than 10 Member States and stakeholders on using digital platforms and tools to enhance public participation in decision-making, open innovation and citizen science.				



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> thematic web page; social media, multimedia video and audio content.				
<b>E. Enabling deliverables</b>				
<b>Information and communications technology:</b> consolidation of UNEP data and digital infrastructure (modules) into a publicly accessible platform and dashboards.				

## Subprogramme 3

### Nature action

#### Objective

11.53 The objective, to which this subprogramme contributes, is to strengthen the capacity of countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach for maintaining and restoring their biodiversity and long-term functioning and ensuring the supply of ecosystem goods and services.

#### Strategy

11.54 To contribute to the objective, the subprogramme will continue to advance cooperation with Member States, regional entities and other partners, including the United Nations Educational, Scientific and Cultural Organization and the Food and Agriculture Organization of the United Nations (FAO), to institutionalize the health and productivity of marine, freshwater and terrestrial ecosystems in national education systems, including through the integration of the ecosystem approach in the curricula of national education institutions and frameworks, which will help Member States to make progress towards the achievement of Sustainable Development Goals 4 and 13. The subprogramme will also improve knowledge-sharing among countries and other non-governmental sectoral partners within the scope of existing transboundary cooperation frameworks by promoting the uptake and use of knowledge products, such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral monitoring systems, disseminating publications and conducting normative work, which will help Member States to make progress towards targets under Goals 2, 6, 14 and 15. In collaboration with development banks, the financial sector and ministries of planning and finance, among other partners, the subprogramme plans to raise awareness on how to include the ecosystem approach in public and private economic decision-making. This work is expected to help Member States to make progress towards the achievement of Goals 12, 15 and 17. The subprogramme will also provide technical assistance to Member States through the mainstreaming of best practices and the development of gender-sensitive tools that link environmental change with its economic consequences, including for pilot testing of the System of Environmental-Economic Accounting, a statistical system that measures the mutual reinforcing impact of the environment and the economy, which will help Member States to make progress in the measurement of all of the Goals.

11.55 The subprogramme plans to support Member States on issues related to COVID-19 by improving understanding of biodiversity and health linkages and strengthening the capacity of countries to manage and reduce risks for both human and ecosystem health, and to integrate ecosystems and biodiversity in national and international public health decision-making through science-based approaches.

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

(a) More coherent and cross-sectoral participation and cooperation among countries worldwide, including at the transboundary level, for the management and effective monitoring of marine, freshwater and terrestrial ecosystems;

(b) The creation of an enabling environment for embedding ecological considerations into the financial decision-making of public and private sector entities at multiple levels (global, regional, subregional and national);

(c) The development of updated national plans for natural capital accounting by countries.

11.57 The planned support on issues related to COVID-19 is expected to result in the enhanced capacity of countries to manage and reduce risks to both human and ecosystem health and an improved understanding of the global impact of the pandemic on ecosystems.

### **Programme performance in 2020**

11.58 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 science-policy interface to mitigate the impacts of the COVID-19 pandemic on ecosystems and biodiversity**

11.59 Ecosystems and biodiversity play a critical role in the achievement of sustainable development but, if not managed well, can pose a threat to planetary stability and human well-being. Addressing the degradation of ecosystems and rapid biodiversity loss requires enhanced knowledge of the value and role of biodiversity and ecosystem services. With the outbreak of COVID-19, the subprogramme supported Member States in the development of policy recommendations that strengthen the science-policy interface and mitigate the impacts of the COVID-19 pandemic on ecosystems and biodiversity. In response to the need for information on the dimension of the impact of COVID-19 on ecosystems, the subprogramme is assessing the status of existing environmental safety systems and measures in order to suggest programmes for enhancing national systems for biosafety and biosecurity.

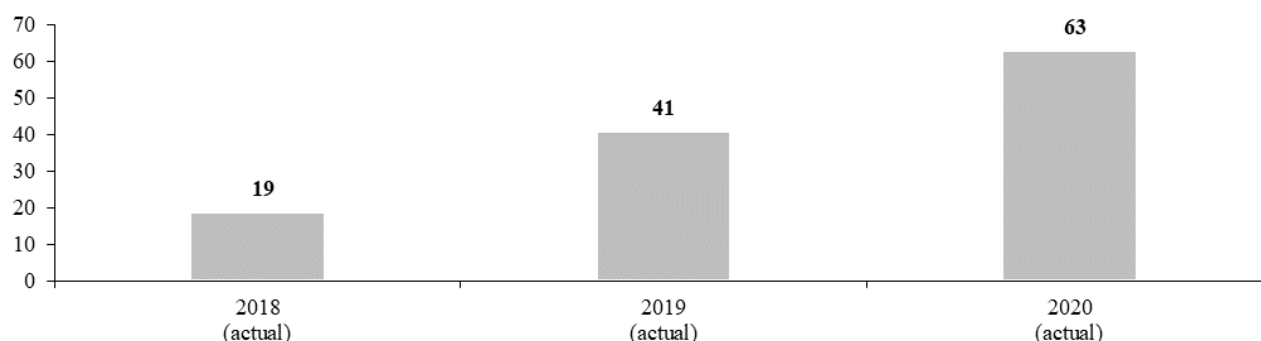
11.60 The subprogramme, in collaboration with the African Elephant Fund, also supported Member States in mobilizing emergency resources for improving the security of vulnerable elephant populations, in particular those that are under risk from the escalation of poaching and the decline in law enforcement capacity due to the increased impacts of COVID-19 restrictions.

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

11.61 The above-mentioned work contributed to the objective, as demonstrated by the increased number of countries that undertook policy implementation in the management of marine, freshwater and terrestrial ecosystems (see figure 11.IV).

Figure 11.IV

**Performance measure: total number of countries that undertook policy implementation in the management of marine, freshwater and terrestrial ecosystems (cumulative)**



### **Planned results for 2022**

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

#### **Result 1: taking the fight against marine litter to the next level<sup>4</sup>**

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

11.63 The subprogramme continued to work with countries on the prevention and control of marine litter, including through campaigns and by raising awareness of the key threats posed by litter to marine biodiversity and ecosystems. The subprogramme also initiated a scientific assessment to update existing knowledge on sources, pathways and hazards of marine litter, including plastic litter and microplastics. Through awareness-raising campaigns, scientific assessments and reinforced partnerships, the subprogramme enhanced knowledge of the key threats, sources and impacts of marine litter.

11.64 The above-mentioned work contributed to an additional 44 countries making commitments to reduce marine litter in 2020, bringing the total number of countries that had made such commitments to 107, which exceeded the planned target of 100 countries reflected in the proposed programme budget for 2020.

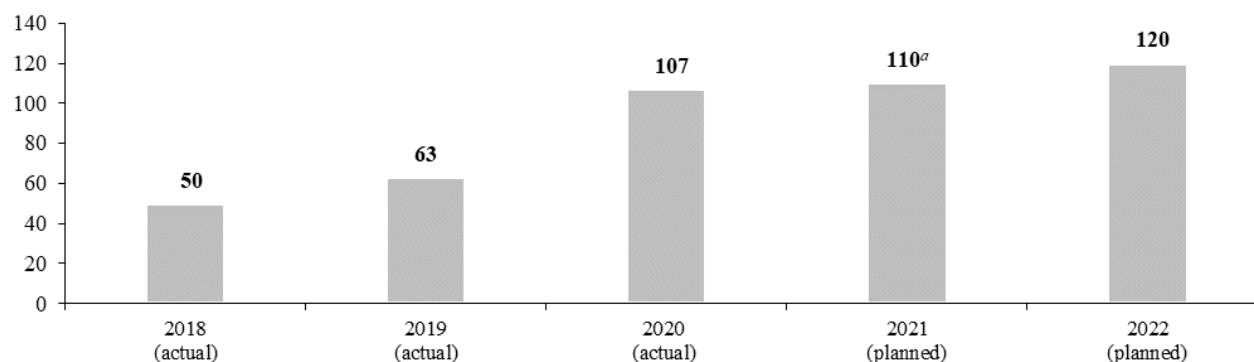
##### **Proposed programme plan for 2022**

11.65 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 with ongoing activities related to the Global Partnership on Marine Litter, including by supporting the development of regional and national action plans and through the Clean Seas campaign. The expected progress is presented in the performance measure below (see figure 11.V).

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

Figure 11.V

**Performance measure: total number of Governments that have made commitments to reduce marine litter (cumulative)**



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

## **Result 2: Global Peatlands Initiative for the restoration, conservation and sustainable management of peatlands<sup>5</sup>**

### **Programme performance in 2020**

11.66 The subprogramme has continued to strengthen the capacities of countries to manage global peatlands ecosystems, including through the finalization of the global peatlands assessment concept and the elaboration of the process for engaging with countries, academics and partners under the Global Peatlands Initiative. Owing to the COVID-19 pandemic, the global launch workshop for the global peatlands assessment was postponed, however, important meetings and events were held online. In collaboration with the Water Institute at the University of Waterloo, Canada, the subprogramme conducted three formative workshops for the Canadian global peatlands assessment as a case study. In addition, the subprogramme supported Member States to gather information on peatlands researchers around the world in order to complete the contact database of researchers for the global peatlands assessment.

11.67 The above-mentioned work contributed to Canada beginning to engage in the development of a baseline picture of the state of global peatlands, which met the planned target of countries beginning to engage in the development of a baseline picture of the state of global peatlands reflected in the programme budget for 2021.

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

11.68 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 increasingly engage with countries and partners to produce and endorse the global peatlands assessment and initiate the further development of a global peatlands inventory. The expected progress is presented in the performance measure below (see table 11.6).

<sup>5</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 11.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021(planned) <sup>a</sup>	2022 (planned)
Brazzaville declaration on peatlands is adopted to promote better management and conservation of the Cuvette Centrale peatlands in the Congo Basin	Member States adopt United Nations Environment Assembly resolution 4/16 on the conservation and sustainable management of peatlands	An active Canadian peatlands research network is established for engagement in the development of a baseline picture of the state of global peatlands	Countries and Global Peatlands Initiative partners endorse the global peatlands assessment and initiate the development of a global peatlands inventory	Countries and Global Peatlands Initiative partners endorse the global peatlands assessment and initiate the development of a global peatlands inventory

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

### Result 3: lowering the risk of future pandemics and health crises by strengthening environmental considerations of human and animal health

#### Proposed programme plan for 2022

11.69 The COVID-19 pandemic has highlighted the inextricable links between human health, animal health and ecosystem health. Strengthening the environmental considerations in the human and animal health sectors is therefore a critical aspect of reducing the risk and impact of current and future health threats. The report *Preventing the Next Pandemic: Zoonotic Diseases and How to Break the Chain of Transmission*, input for which was provided by the subprogramme, provided science-based policy recommendations to Member States for reducing the risk of zoonotic spillover. Considering that UNEP has recently been invited to become a full member of the global One Health alliance,<sup>6</sup> the subprogramme has conducted extensive expert consultations with Member States to inform the development of a comprehensive intervention on One Health aimed at addressing multiple environmental dimensions of health, taking into consideration that the conception of the One Health approach needs further discussion.

#### *Lessons learned and planned change*

11.70 The lesson for the subprogramme was that targeted support by the subprogramme to address emerging health threats requires systemic, multisectoral approaches that integrate environmental and health knowledge and expertise in multiple sectors, including food systems, infrastructure development, forestry, land use planning, and domestic and international trade. In applying the lesson, the subprogramme will hold a series of consultations with State and non-State partners to develop evidence-based guidance and operationalize a multisectoral approach. It is expected that this will support Member States in building back better, by enhancing

<sup>6</sup> The One Health approach, supported by UNEP, is a cross-cutting and systemic approach to health, based on the fact that human health and animal health are interdependent and linked to the health of the ecosystems in which they coexist. UNEP is excited to deepen its collaboration and strengthen the environmental dimensions of the One Health approach with the tripartite collaboration of members from the World Health Organization, FAO and the World Organization for Animal Health.

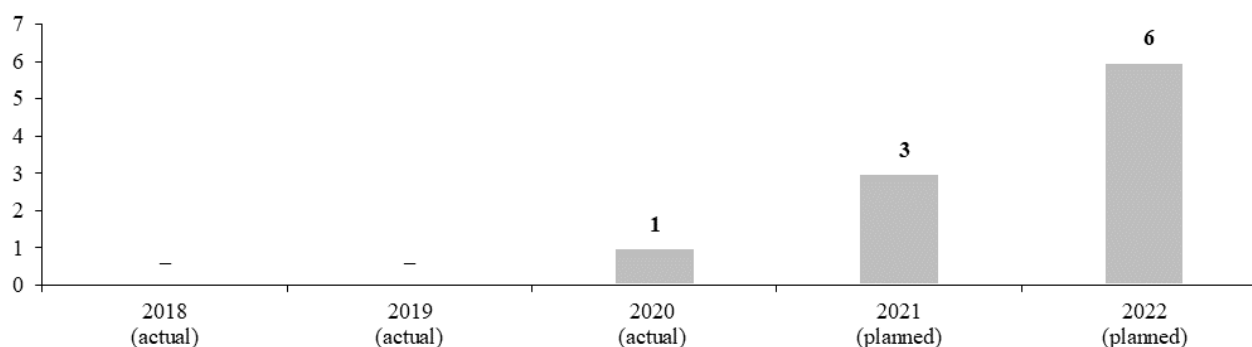
their national systems for better readiness for prevention, early detection and rapid response to zoonotic pathways and risks.

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

11.71 This work is expected to contribute to the objective, as demonstrated by the number of subnational, national and international entities that committed to incorporating environmental and health considerations into their planning and operations (see figure 11.VI).

Figure 11.VI

**Performance measure: total number of subnational, national and international entities that committed to incorporating environmental considerations into the One Health approach (cumulative)**



## Legislative mandates

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

*General Assembly resolutions*

65/161	Convention on Biological Diversity	74/18	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
68/205	World Wildlife Day		
68/232	World Soil Day and International Year of Soils		
72/306	Implementation of the United Nations Decade of Action on Nutrition (2016–2025)		
73/124	Oceans and the law of the sea	74/215	Agricultural technology for sustainable development
73/229	Towards the sustainable development of the Caribbean Sea for present and future generations	74/221	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
73/251	World Pulses Day	74/224	Harmony with Nature
73/343	Tackling illicit trafficking in wildlife	74/227	Sustainable mountain development
		74/242	Agriculture development, food security and nutrition

*Governing Council of the United Nations Environment Programme decisions*

26/14	Global Environment Monitoring System/Water Programme	27/3	International water quality guidelines for ecosystems
26/16	Promoting South-South cooperation on biodiversity for development	27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
		27/6	Oceans

*United Nations Environment Assembly resolutions*

1/9	Global Environment Monitoring System/Water Programme (GEMS/Water)	4/12	Sustainable management for global health of mangroves
2/10	Oceans and seas	4/13	Sustainable coral reefs management
2/14	Illegal trade in wildlife and wildlife products	4/15	Innovations in sustainable rangelands and pastoralism
4/10	Innovation on biodiversity and land degradation	4/16	Conservation and sustainable management of peatlands

**Deliverables**

11.73 Table 11.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.7

**Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>
1. Meetings of governing bodies for multilateral environmental agreements	2	2	4	5
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
2. Projects on ecosystem services	1	1	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
3. Seminars and training events on ecosystems management	6	6	6	6
<b>Publications</b> (number of publications)	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>
4. Publications on mainstreaming biodiversity in production sectors	2	2	2	2
5. Publications on the knowledge, networks and funding available to influence public and private financial flows for ecosystem-based approach and nature-based solutions	2	2	2	3
6. Publications on marine ecosystems	2	2	2	2
7. Publications on biodiversity and wildlife	2	2	2	2
8. Publications on terrestrial ecosystems	2	2	2	2
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
9. Tools and methodologies for integrated ecosystem management	2	2	2	2
10. Assessments, tools and methodologies for investing in nature	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> meetings of the open-ended working group on the post-2020 global biodiversity framework, supporting Member States in the development of the post-2020 global biodiversity framework.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> outreach campaigns on an ecosystem-based approach and nature-based solutions and on the United Nations Decade on Ecosystem Restoration, intended for Member States, private companies, civil society organizations and the public.				

## **Subprogramme 4**

### **Environmental governance**

#### **Objective**

11.74 The objective, to which this subprogramme contributes, is to ensure that countries achieve environmental policy coherence and abide by strong legal and institutional frameworks that increasingly implement environmental goals in the context of sustainable development at the global, regional and national levels.

#### **Strategy**

11.75 To contribute to the objective, the subprogramme will continue to facilitate relevant meetings and intergovernmental processes at the global, regional and national levels involving Governments, other United Nations entities, inter-agency mechanisms and regional ministerial forums through the provision of information management products, technical support and advisory services on environmental law and policy. Furthermore, the subprogramme will support the coherent implementation of the multilateral environmental agreements operating in similar clusters. The subprogramme will also promote the uptake of environmentally sound practices across the United Nations system through the provision of policy advice. The subprogramme also plans to invest in the development and dissemination of knowledge management tools and the delivery of training and technical assistance, including from a gender-sensitive perspective, as well as communication activities, through innovative tools and initiatives, such as the United Nations Information Portal on Multilateral Environmental Agreements, and the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme). This work is expected to help Member States to make progress towards the achievement of targets under Sustainable Development Goals 1, 5 and 16. Furthermore, the subprogramme will continue to mainstream the lessons learned through the implementation of programmes that have built strong ties with national institutions, including on poverty and the environment, and through cooperation with United Nations country teams to replicate and scale up interventions. This work is also expected to help Member States to make progress towards the achievement of Goal 17.

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

(a) The increased efficiency of Member States in environmental policymaking processes leading to coherent and science-based policies, including through concerted action by Member States on international environmental issues, in particular, on issues arising as a result of resolutions of the United Nations Environment Assembly, similar intergovernmental processes, and/or the implementation of decisions of the governing bodies of multilateral environmental agreements;

(b) Improved governance and partnerships with major groups and stakeholders in the development of synergistic national programmes, as well as increased integration of the environment into national and subnational planning and budgeting processes on sustainable development.

11.77 The planned support on issues related to COVID-19 is expected to result in the increased capacity of Member States to develop new policies for addressing negative environmental impacts associated with the COVID-19 pandemic.



## Programme performance in 2020

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

### **Sustained momentum on global environmental issues by modernizing international environmental governance**

11.79 The COVID-19 pandemic provided an opportunity for the subprogramme to reassess its traditional way of work and the future of environmental governance. Areas to be addressed under this assessment included everyday office operations, activities implementation, budget implications, resource mobilization, partnerships and communication. The subprogramme reviewed legal, logistical, environmental and political implications for modernizing environmental governance to ensure that UNEP and the multilateral environmental agreements that it supports sustain momentum on global environmental governance and UNEP priorities. As a result of these considerations, the subprogramme developed and presented to Member States a study on solutions, options, opportunities and barriers for accelerating the transition to multilateralism in a virtual setting. This work was done in coordination with several offices of UNEP and the secretariats of the multilateral environmental agreements.

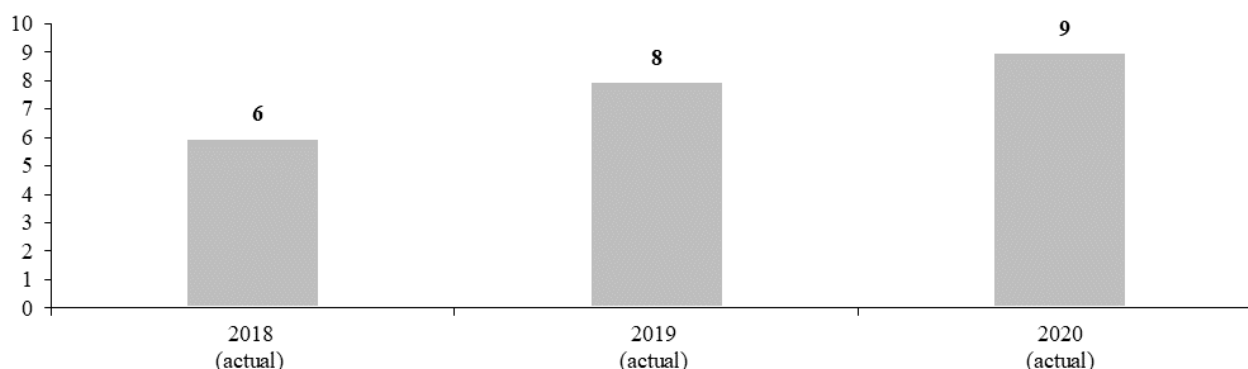
#### *Progress towards the attainment of the objective, and performance measure*

11.80 The above-mentioned work contributed to the objective, as demonstrated by the immediate shift to and continued organization of virtual meetings to help Member States to mitigate the threat of delayed environmental governance processes. The bureaux of intergovernmental meetings, consisting of representatives of Member States, now meet online regularly.<sup>7</sup> Recently, the 150th meeting of the UNEP Committee of Permanent Representatives was held virtually. The multilateral environmental agreements also successfully moved ahead virtually, as demonstrated by the twelfth meeting of the Open-Ended Working Group of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal in June 2020 (see figure 11.VII).

<sup>7</sup> The 150th meeting of the Committee of Permanent Representatives was held on 30 April 2020; subcommittee meetings of the Committee were held in April and July 2020; the joint preparatory retreat of the bureaux of the United Nations Environment Assembly and of the Committee of Permanent Representatives was held on 9 June 2020; the meeting of the Open-ended Working Group of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer was held from 14 to 16 July 2020; meetings of the bureau of the ad hoc open-ended expert group on marine litter and microplastics were held in July 2020; and the first informal substantive consultation meetings on General Assembly resolution [73/333](#) were held on 21 and 22 July 2020.

Figure 11.VII

**Performance measure: total number of environment-related decisions adopted by Member States in multilateral forums (cumulative)**



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

11.81 Owing to the impact of COVID-19 during 2020, the subprogramme postponed events and meetings requiring physical technical support, which resulted in delayed project implementation and requests for project extensions beyond 2020.

11.82 At the same time, however, some planned deliverables and activities were modified to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, the temporary repositioning of project focus, which allowed support to be provided for the environmental dimension of the United Nations socioeconomic response and recovery plans, and the review of environmental health policies with the aim of mainstreaming them into other sectors. Furthermore, the subprogramme and UNEP, at the corporate level, had to be agile in reacting to the pandemic in order to provide much-needed technical assistance, publications on the interlinkages between the environment and health and/or research on conducting virtual meetings. This included contributions to the emergency phase, such as the development of guidelines on medical waste management and legislative approaches to the management of medical waste. These modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

### **Result 1: strengthened environmental law implementation<sup>8</sup>**

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

11.84 In line with the strategic response of UNEP to the COVID-19 pandemic, the subprogramme contributed to enhancing the readiness of States to handle legal aspects of the additional medical waste caused by the pandemic, in particular by providing guidance to Member States on emergency policy actions to be taken to address increasing waste as a result of the pandemic and on the establishment of legal and institutional bases for improved responsiveness to future waste-related

<sup>8</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

emergencies. This information has been supplemented by a fact sheet, available in Arabic, Chinese, English, French, Russian, Spanish, Hindi and Portuguese, containing a comparative analysis of measures adopted on waste management during the pandemic.

11.85 In addition, the subprogramme increased the awareness of lawmakers and monitored the environmental impacts of the legal and regulatory measures that they took in response to the COVID-19 pandemic, such as legislative and regulatory measures that may have both positive and negative impacts on environmental protection. Moreover, a publication was released in December 2020 in which practical approaches for an environmentally sustainable economic recovery were highlighted, including examples at the national and regional levels.

11.86 Furthermore, the subprogramme strengthened the efforts of countries in the Latin American region and advanced climate change action, electric mobility and energy efficiency through the provision of legal advice and the development of three model laws under the framework of a memorandum of understanding between UNEP and the Latin American and Caribbean Parliament, which were approved by the Parliament's Commission on the Environment and Tourism. The model laws, on climate change and food security, electric mobility, and energy efficiency, are expected to be considered at the next regular Assembly of the Parliament.

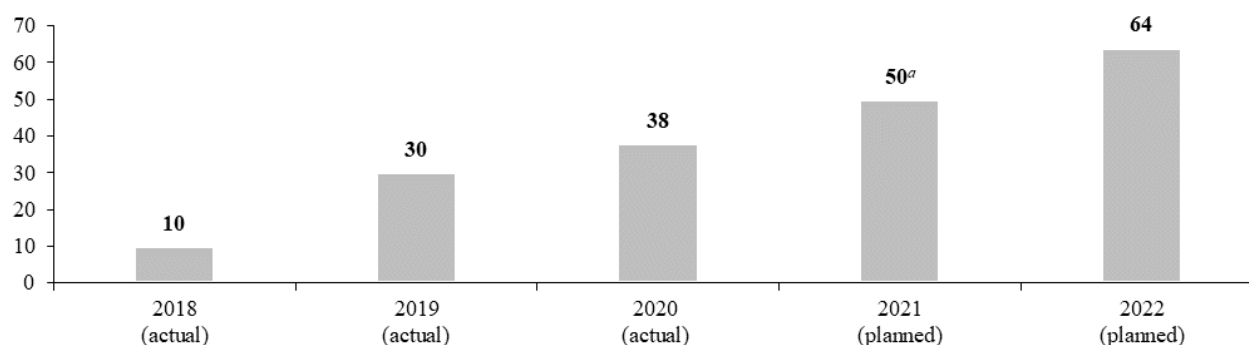
11.87 The above-mentioned work contributed to 38 countries with enhanced institutional capacity and legal frameworks to enforce environmental legislation as a result of UNEP support, which met the planned target reflected in the proposed programme budget for 2020.

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

11.88 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 supporting countries in developing and implementing the environmental rule of law, and in related capacities, to address internationally agreed environmental goals. The expected progress is presented in the performance measure below (see figure 11.VIII).

Figure 11.VIII

**Performance measure: total number of countries with enhanced institutional capacity and legal frameworks to enforce environmental legislation (cumulative)**



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

## Result 2: leaving no one behind: more countries engage in financial shifts to deliver on the poverty-environment nexus<sup>9</sup>

### Programme performance in 2020

11.89 The subprogramme has developed, as part of the Poverty-Environment Action for Sustainable Development Goals (2018–2022) project, eight full-fledged country projects incorporating objectives related to the environment and natural resources. The subprogramme also developed five technical assistance projects in consultation with national partners and countries to: (a) develop tools that support budgeting and financing for marine and inland water resources in the Asia-Pacific region; (b) increase regional priorities and investments in climate- and gender-sensitive agriculture in sub-Saharan Africa; (c) deepen sustainable finance facilities in Indonesia by integrating the environment and poverty into budget processes; (d) influence climate, environmental and budgeting expenditures and optimize revenue collection and benefit-sharing mechanisms among peoples and persons and those in vulnerable situations, in order to promote environmental sustainability in the United Republic of Tanzania; and (e) strengthen existing sustainable approaches in South Africa, while also promoting dialogue among key actors involved in the Sustainable Development Goals and the implementation of nationally determined contributions under the Paris Agreement so that States can reduce national emissions and adapt to the impacts of climate change.

11.90 The above-mentioned work contributed to two countries mainstreaming poverty and environmental sustainability in their national policies, plans, regulations or budgets while shifting public and private finance investment options towards poverty eradication and environmental sustainability, which did not meet the target of seven countries reflected in the programme budget for 2021. The target could not be met because the subprogramme took longer than anticipated to satisfactorily launch the project. As a consequence, an internal review was conducted of the UNEP partnership approval process. Implementation of the recommendations resulting from that review is expected to make the project approval process nimbler in the future.

### Proposed programme plan for 2022

11.91 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 work at the global, subregional, regional and national levels to integrate environmental goals into sustainable development plans, strategies, policies, action plans or budgeting processes. The expected progress is presented in the performance measure below (see table 11.8).

Table 11.8  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021(planned) <sup>a</sup>	2022 (planned)
Countries begin mainstreaming poverty and environment considerations into national processes, with a stronger focus on finance and	Countries adopt United Nations Environment Assembly resolution 4/18 on the poverty-environment nexus, which emphasizes	Two countries mainstream poverty and environmental sustainability in their national policies, plans, regulations or budgets while	Two countries mainstream poverty and environmental sustainability in their national policies, plans, regulations or budgets while	Six additional countries mainstream poverty and environmental sustainability in their national policies, plans, regulations or

<sup>9</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

2018 (actual)	2019 (actual)	2020 (actual)	2021(planned) <sup>a</sup>	2022 (planned)
investment aligned with the Sustainable Development Goals with the support of the Poverty-Environment Action for Sustainable Development Goals initiative	the need for countries to shift public and private finance investment options towards poverty eradication and environmental sustainability	shifting public and private finance investment options towards poverty eradication and environmental sustainability	shifting public and private finance investment options towards poverty eradication and environmental sustainability	budgets while shifting public and private finance investment options towards poverty eradication and environmental sustainability

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

### **Result 3: improved coherence of environmental policies by building environmental law capacity**

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

11.92 Strong environmental laws and institutions are essential for planetary health, nature, pandemic recovery and resilience. They underpin the successful implementation of any environmental goal, policy or commitment, including the 2030 Agenda and the Goals. The subprogramme has conducted its environmental law activities through sequential 10-year periodic reviews under the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme). The work on environmental law carried out by UNEP includes, but is not limited to: (a) the development of framework laws and sectoral environmental laws in several countries, as well as of model laws, such as the Model Law and Guidance for Regulating Lead Paint; (b) the strengthening of environmental institutions, including the ministry of environment and environmental protection authorities in several countries, through training events and on-demand publications on emergent environmental issues; (c) improvement of the capacity of various legal stakeholders, in particular the judiciary, including through the development of information tools, guidance material and effective models for the development and implementation of environmental law and through the sharing of good practices and lessons learned; (d) the development and advancement of new measures in legislation that contribute to environmental protection in many countries, in line with national circumstances; (e) the recognition and elaboration of linkages between human rights and the environment at both the international and national levels; and (f) enhanced synergies in the implementation of multilateral environmental agreements. The current iteration is the fifth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme V), which was adopted by the United Nations Environment Assembly in March 2019. The intergovernmental programme covering the period from January 2020 to December 2029, is designed to guide the identification and implementation of priority actions in the field of environmental law to be undertaken by UNEP in collaboration with other relevant actors.

#### *Lessons learned and planned change*

11.93 The lesson for the subprogramme was that there was an increased demand by Member States for normative products and tools to enhance and develop environmental law capacity and strengthen policy coherence, such as the law and climate change toolkit, which is an online and open database providing Member States with access to legislation from around the world related to climate change, including both overarching climate change laws and sectoral legislation. The tools and digital

resources developed by UNEP in that regard are used for technical cooperation in implementing the wider programme to advance the environmental rule of law at cross-cutting levels, in particular in the environmental policy development of Member States. In applying the lesson, the subprogramme developed digital coherence platforms, such as the law and environment assistance platform,<sup>10</sup> that bridged the policy coherence and environmental law capacity gap. That tool allows Member States to directly request technical support from UNEP and partners, while providing a comprehensive and searchable knowledge base of relevant environmental legislation, cases, model laws and other guidance products.

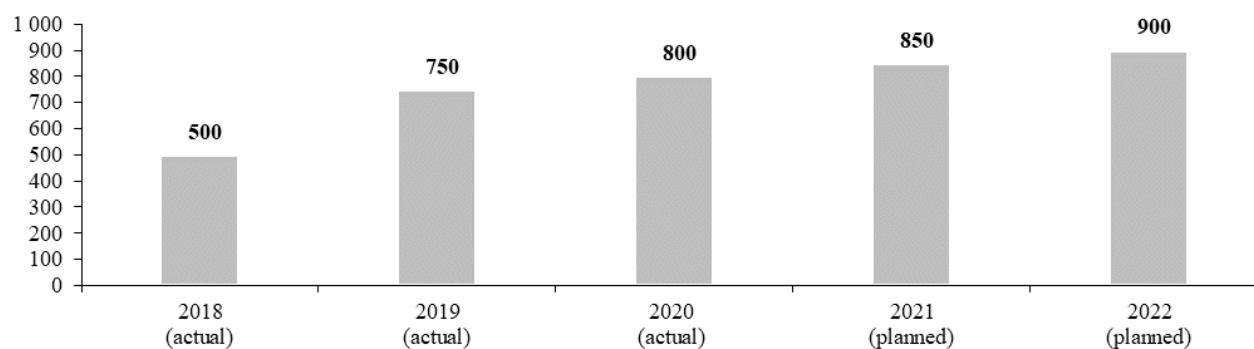
*Expected progress towards the attainment of the objective, and performance measure*

11.94 This work is expected to contribute to the objective, as demonstrated by the increased number of digital resources on environmental law to which Member States have access, including relevant environmental legislation, cases, model laws, legislative toolkits and environmental law guidance products. The work is also expected to increase the awareness of Member States about efforts to combat environmental problems and increase the capacity of Member States in policy development on environmental law through access to best practices and success stories in one or more environmental fields (see figure 11.IX).

Figure 11.IX

**Performance measure: access of Member States to digital resources on environmental law (cumulative)**

(Number of digital resources)



## Legislative mandates

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

*Governing Council of the United Nations Environment Programme ministerial declarations and decisions*

SS.VI/1	Malmö Ministerial Declaration	SS.XII/3	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements	25/11	Environmental law
SS.VIII/1, sect. II	Implementation of decision SS.VII/1 on international environmental governance: strengthening the scientific base of the United Nations Environment Programme	27/5	Coordination across the United Nations system, including the Environment Management Group
SS.XI/5	Environmental law	27/9	Advancing justice, governance and law for environmental sustainability

<sup>10</sup> Examples of such tools include the law and environment assistance platform and the United Nations Information Portal on Multilateral Environmental Agreements ([www.informea.org/en](http://www.informea.org/en)).

## United Nations Environment Assembly resolutions

1/3

Illegal trade in wildlife

**Deliverables**

11.96 Table 11.9 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 11.9

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>25</b>	<b>26</b>	<b>27</b>	<b>30</b>
1. Meetings on environmental law and governance	25	26	27	30
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>7</b>	<b>4</b>	<b>8</b>
2. Projects on environmental law	1	1	2	1
3. Projects on supporting the implementation of multilateral environmental agreements	3	5	1	6
4. Project on poverty-environment nexus	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>30</b>	<b>30</b>	<b>15</b>	<b>15</b>
5. Train-the-trainer events on environmental governance	30	30	15	15
<b>Publications</b> (number of publications)	<b>4</b>	<b>15</b>	<b>8</b>	<b>8</b>
6. Global reports on environmental law	4	15	8	8
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to approximately 15 Member States, upon request, on the monitoring and implementation of multilateral environmental agreements, legislative strategies and frameworks to counter environmental degradation resulting from climate change and environmental crime and make progress towards the Sustainable Development Goals.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> the United Nations Information Portal on Multilateral Environmental Agreements, which provides access to nearly 500 treaties, over 12,000 decisions made by governing bodies, over 9,000 national plans and reports, and a large body of laws, court decisions, and other documents and literature, with over 150,000 users; and the e-learning platform of the portal, which has over 20,000 registered users from 190 countries.				

## Subprogramme 5

### Chemicals and pollution action

**Objective**

11.97 The objective, to which this subprogramme contributes, is to advance the sound management of chemicals and waste and improve air quality at all levels in order to achieve a healthier environment and better health for all.

## Strategy

11.98 To contribute to the objective, the subprogramme will continue to work with Governments, the private sector and civil society within the framework of relevant multilateral environmental agreements and the broader international chemicals and waste agenda by providing technical advice, policy support and capacity-building to develop and implement policies, strategies, legislation and action plans on sound chemicals and waste management, including, but not limited to, mercury, persistent organic pollutants, ozone-depleting substances and lead, as well as on waste prevention and the sound management of electronic and other forms of waste. This work will be carried out at the global, regional, subregional, national and subnational levels.

11.99 The subprogramme will also provide technical and advisory support to Governments, in particular regarding the identification of national emissions sources and the building of institutional capacity to develop and use air quality assessments with publicly accessible monitoring data and information. Furthermore, the subprogramme will support Governments in the development of policies, standards and legal, regulatory, fiscal or institutional frameworks and mechanisms for the reduction of air pollutants. This is expected to help Member States to make progress towards the achievement of targets under Sustainable Development Goals 3, 7 and 11. The subprogramme will also continue to support awareness-raising efforts on the importance of air quality, in particular through the “BreatheLife” campaign, which encourages Governments to work for cleaner air by raising awareness and implementing new solutions.

11.100 The subprogramme plans to support Member States on issues related to COVID-19 by improving waste management systems and strengthening capacities to soundly manage medical and household waste, while also enhancing the overall understanding of the global impact of the COVID-19 pandemic on pollution, including marine litter.

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

(a) An increased number of countries adopting and implementing policies and legal, institutional or fiscal strategies and mechanisms for the sound management of chemicals and waste, as well as enhanced non-governmental action and involvement by industry and civil society organizations to advance the broader international chemicals and waste agenda;

(b) A reduction in the release of pollutants to the environment, leading to a reduced burden on the environment and human health;

(c) An improved ability of countries to identify national emissions sources and develop targeted solutions to reduce air pollution;

(d) An increase in the development and adoption of air quality policies, as well as the enhanced deployment of good practices or technologies and the consideration of alternatives, including low-emission and low-carbon transport solutions, such as walking, cycling and electric mobility;

(e) The increased capacity of countries to communicate about air quality in an understandable way and to make air quality data and other relevant information publicly available.

11.102 As specified in more detail in result 3 below, the planned support on issues related to COVID-19 is expected to result in the enhanced capacity of countries to deal with the surge in waste related to the COVID-19 pandemic in an environmentally sound manner and an improved understanding of the global impact of the pandemic on pollution.



## Programme performance in 2020

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

### Sound management of chemicals and waste associated with COVID-19 for better health and less hazardous pollution

11.104 Chemicals play a critical role in sustainable development but, if not managed well, they can pose a threat to people and the planet. Optimizing human health and environmental outcomes requires the sound management of chemicals and waste. With the outbreak of COVID-19, the subprogramme launched a rapid-response initiative to provide technical assistance and support for raising awareness about the pollution-related dimensions of the pandemic. This was done through the development and dissemination of fact sheets on the promotion of the sound management of chemicals and waste, with a focus on the short and long-term health implications of response actions, including open burning and dumping of potentially infectious waste related to COVID-19.

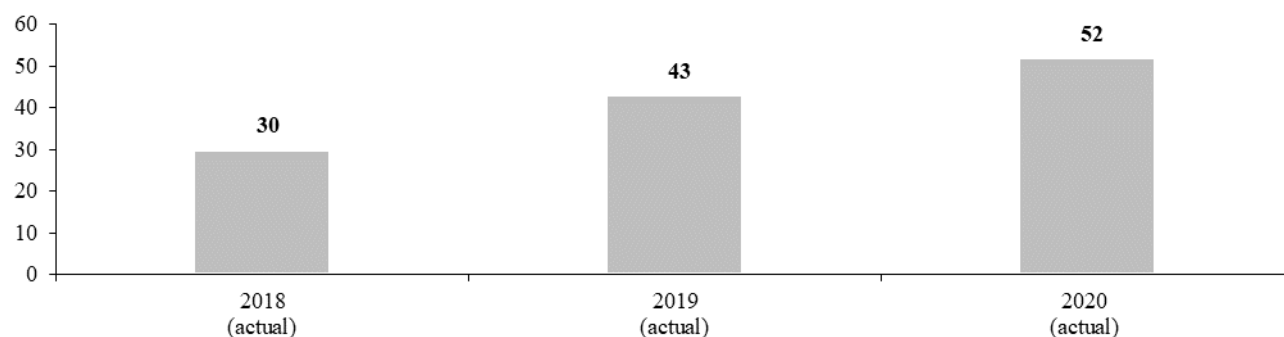
11.105 The subprogramme also strengthened the science-policy interface for chemicals and pollution by initiating a study on issues of concern, with the aim to better inform policymakers.

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

11.106 The above-mentioned work contributed to the objective, as demonstrated by the increased number of countries that took measures on the sound management of chemicals and/or on the implementation of multilateral environmental agreements and the Strategic Approach to International Chemicals Management, evidenced by the nine additional countries that updated their national implementation plans aimed at protecting human health and the environment from exposure to persistent organic pollutants (see figure 11.X).

Figure 11.X

**Performance measure: total number of countries that updated their national implementation plans aimed at protecting human health and the environment from exposure to persistent organic pollutants (cumulative)**



### Impact of COVID-19 on subprogramme delivery

11.107 In response to the pandemic, the subprogramme modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, technical assistance and awareness-raising to meet the immediate demand for guidance on how to deal with the impact of COVID-19 to protect people

and the environment. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: strengthened pollution action to protect people and the planet<sup>11</sup>**

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

11.109 The subprogramme has catalysed action by civil society to promote sound management of chemicals and waste through the Global Alliance to Eliminate Lead Paint, for which UNEP and the World Health Organization jointly provide the secretariat. Under this voluntary partnership, the subprogramme, in collaboration with civil society partners, raised awareness of the negative health impacts of exposure to the lead in paint, as well as providing expertise and advice on establishing legal limits on lead paint. The subprogramme also developed guidance to build the capacity necessary to set up an integrated health and environment observatory surveillance and information management system that will enable African countries to establish evidence-based policies and make sustainable decisions on the sound management of chemicals and the related disease burden. Furthermore, under the UNEP Global Mercury Partnership, the subprogramme engaged civil society to minimize the amount of mercury released into the air, water and land, and to assist with the effective implementation of the Minamata Convention on Mercury.

11.110 The above-mentioned work contributed to 36 civil society organizations having taken action on improving chemicals management, which exceeded the planned target of 30 civil society organizations reflected in the proposed programme budget for 2020.

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

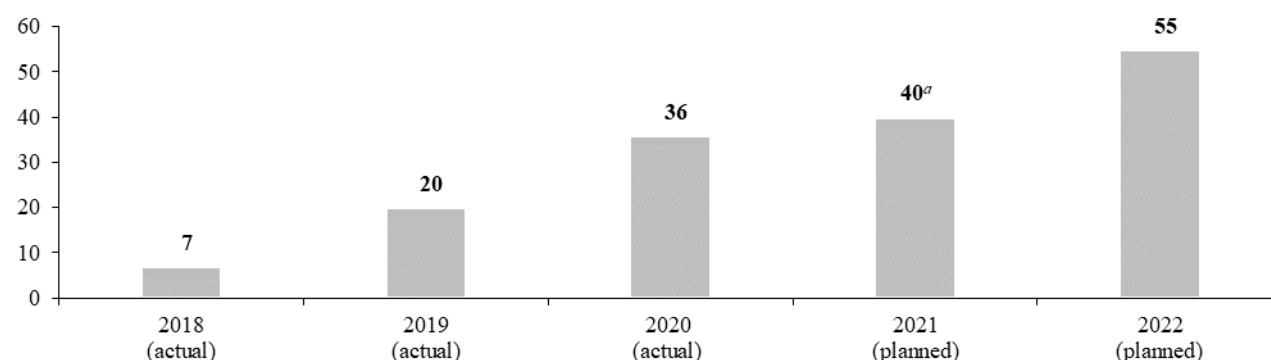
11.111 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will catalyse action by civil society and other stakeholders on pollution prevention and control, such as through awareness-raising, public communications, monitoring efforts and education. The expected progress is presented in the performance measure below (see figure 11.XI).

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<sup>11</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

Figure 11.XI

**Performance measure: total number of civil society organizations that have taken action on improving chemicals management (cumulative)**



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

## **Result 2: stepping up worldwide efforts to advance the sound management of waste<sup>12</sup>**

### **Programme performance in 2020**

11.112 The subprogramme has supported countries with the development of waste management strategies. The subprogramme also specifically provided guidance on plastic pollution and marine litter prevention and control. Furthermore, the subprogramme continued to build waste management capacity by promoting the inclusion of that topic in university curricula.

11.113 The above-mentioned work contributed to 25 countries implementing policies on the prevention and sound management of waste, which exceeded the planned target of 22 countries reflected in the programme budget for 2021.

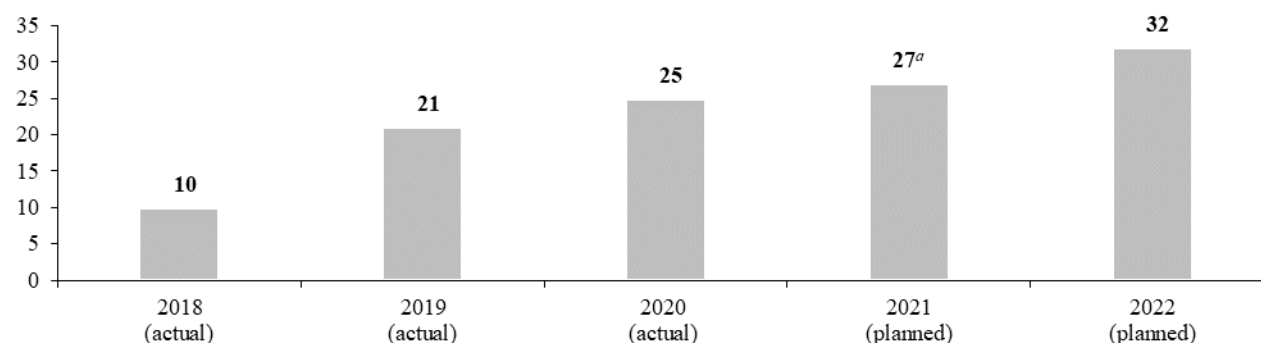
### **Proposed programme plan for 2022**

11.114 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 countries in developing and/or implementing policies, strategies and mechanisms to prevent or reduce waste, and to ensure the environmentally sound treatment or disposal of waste, including from disaster- or conflict-related environmental emergencies. The expected progress is presented in the performance measure below (see figure 11.XII).

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

Figure 11.XII

**Performance measure: total number of countries implementing policies on the prevention and sound management of waste (cumulative)**



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

### **Result 3: strengthened waste and wastewater management systems to prevent and minimize waste and pollution associated with COVID-19**

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

11.115 The COVID-19 pandemic has had negative environmental impacts on waste and the proper handling of waste, which is also critical to preventing the further spread of the virus. In addition to the soaring demand for masks and other personal protective equipment, some countries reported that the amount of plastic waste, especially plastic packaging, has increased by 15 per cent because of increased food deliveries. Furthermore, evidence suggests that populations with underlying illnesses caused by air pollution are more vulnerable to COVID-19. The subprogramme supported informed decision-making as part of the UNEP rapid response to the COVID-19 pandemic, responding quickly to information requests by Member States. This included the publication of a series of fact sheets on the environmental dimension of COVID-19 waste management, as well as other environmental factors relevant to the COVID-19 response (e.g. the role of air pollution and the risks of using certain chemicals), thereby reducing the amount of pollution caused by the surge in waste associated with COVID-19.

#### *Lessons learned and planned change*

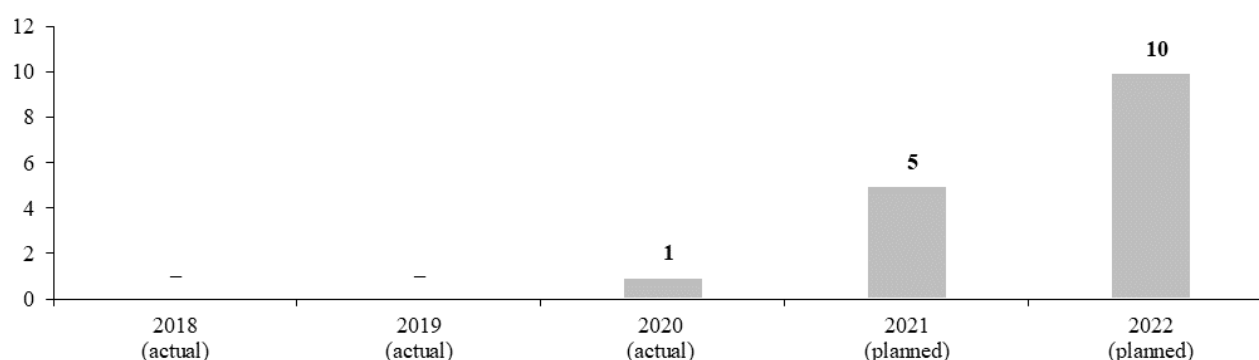
11.116 The lesson for the subprogramme was that previous studies relevant to addressing urgent information requests by Member States, such as those related to environmentally sound technologies for the treatment of health-care waste, were challenging to track down because such highly technical and relevant publications were not included in the knowledge repository in the context of the pandemic. By further improving the internal knowledge management system, the challenge of ensuring timely identification of and access to past knowledge can be addressed, in order to provide targeted support more effectively and rapidly to stakeholders on the environmental dimension of waste management in the context of the pandemic. In applying the lesson, the subprogramme will work towards an online repository of the Organization's relevant pollution-related publications. Furthermore, the subprogramme will deliver a series of webinars and develop model legislation and policy guidance to help countries institutionalize their response to the pandemic, thereby supporting them in building back better by strengthening their waste and wastewater management systems and improving their resilience.

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

11.117 This work is expected to contribute to the objective, as demonstrated by the number of countries that strengthened their medical and household waste and wastewater management systems (see figure 11.XIII).

Figure 11.XIII

**Performance measure: total number of countries that strengthened their medical and household waste and wastewater management systems (cumulative)**



## Legislative mandates

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

### *General Assembly resolutions*

74/212 International Day of Clean Air for blue skies

### *Governing Council of the United Nations Environment Programme decisions*

SS.IX/1	Strategic Approach to International Chemicals Management	SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster
SS.XII/4	Consultative process on financing options for chemicals and wastes	24/4	Prevention of illegal international trade
		25/5	Chemicals management, including mercury
		27/12	Chemicals and waste management

### *United Nations Environment Assembly resolutions*

1/5	Chemicals and waste	4/6	Marine plastic litter and microplastics
1/6	Marine plastic debris and microplastics	4/7	Environmentally sound management of waste
1/7	Strengthening the role of the United Nations Environment Programme in promoting air quality	4/8	Sound management of chemicals and waste
2/11	Marine plastic litter and microplastics	4/9	Addressing single-use plastic products pollution
3/7	Marine litter and microplastics		

## Deliverables

11.119 Table 11.10 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 11.10

**Subprogramme 5: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Projects on the development of policies and legal, institutional or fiscal strategies and mechanisms for sound chemicals management	4	4	4	4
<b>Seminars, workshops and training events</b> (number of days)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
2. Seminars and training events on the sound management of chemicals and waste	4	4	4	4
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
3. Global assessment of the state of and trends in laws, regulations and fiscal policies for sound chemicals and waste management	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
4. Technical reports on status, trends and related risks and improvements in chemicals and waste management at various scales	1	1	2	2
5. Technical guidance on action plans related to air quality at various scales, in particular at the subnational, national and regional levels	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to five countries on environmental practices and waste management, and to five countries and stakeholders on policymaking, standards and strategy development.				
<b>Fact-finding, monitoring and investigation missions:</b> missions conducted in three countries, with a focus on status and trends relating to chemicals management, waste management and air quality, including on marine litter and other forms of pollution.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> outreach programmes, campaigns and information materials disseminated to Governments, private companies, civil society organizations and the public to increase awareness on marine and other forms of pollution, sound chemicals management and action to improve air quality.				

## Subprogramme 6

### Finance and economic transformations

#### Objective

11.120 The objective, to which this subprogramme contributes, is to advance the transition by countries and businesses to sustainable development through multiple pathways, including the uptake of green economy in the context of sustainable development and poverty eradication, the adoption of sustainable consumption and production patterns and the decoupling of economic activity from unsustainable resource use and environmental impact, while improving human well-being.

#### Strategy

11.121 To contribute to the objective, the subprogramme will continue to deliver country assessments, promote the uptake of policy planning and implementation tools, and convene knowledge platforms that will enable policymakers and businesses to actively pursue sustainable pathways. The subprogramme will continue to draw on the capacity of UNEP to generate and disseminate knowledge and its extensive network of partners in the public and private sectors, including the financial sector, as well as civil society and academia. The subprogramme also plans to promote

sustainable patterns of consumption and production with the aim of reducing climate impacts, biodiversity loss and pollution, through policy recommendations on the green economy in the context of sustainable development and poverty eradication, on sustainable finance and on business practices and tools and knowledge that allow consumers to make informed choices. The subprogramme will promote sustainable lifestyles and consumption patterns through educational and awareness-raising campaigns and initiatives that respond to generational and gender-specific roles and the needs of consumers. In addition, the subprogramme will support Governments and subnational governments to strengthen institutional capacities and implement national development plans, policies and/or action plans; and will support businesses to adopt and implement sustainable management and cleaner production practices, as well as increasingly to invest in sustainable technologies. This work will help Member States to make progress towards the achievement of targets under Sustainable Development Goals 1, 4, 5, 7, 8, 9, 11, 12, 13 and 17.

11.122 The subprogramme plans to support Member States on issues related to COVID-19 by developing policy recommendations on building back better and strengthening the capacities of State and non-State partners (including industry and civil society) to integrate environmental sustainability and sustainable patterns of consumption and production into their decision-making approaches, including with regard to sustainable finance, trade and infrastructure.

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

(a) Integrated sustainable development pathways, including sustainable consumption, and the production and implementation of policies and frameworks on inclusive green economy in the context of sustainable development and poverty eradication, resulting in improved resource efficiency and human well-being and reduced ecological and material footprints;

(b) Private sector actors, including in the financial sector, improving their approaches to environmental sustainability, including through sustainable consumption, production and investment, to create sustainable and more inclusive markets and economies;

(c) Public, private and individual consumers having access to, and increasingly consuming and demanding, sustainable goods and services through sustainable consumption decisions and lifestyles.

11.124 The planned support on issues related to COVID-19 is expected to result in building back better, specifically by accelerating sustainable consumption and production.

## **Programme performance in 2020**

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

### **Sustainable consumption through sustainable procurement**

11.126 Societies underpin one of the three pillars of sustainable development. The subprogramme supported Governments to be better informed about sustainable public procurement practices and to make choices which contribute to progress towards Goal 12.

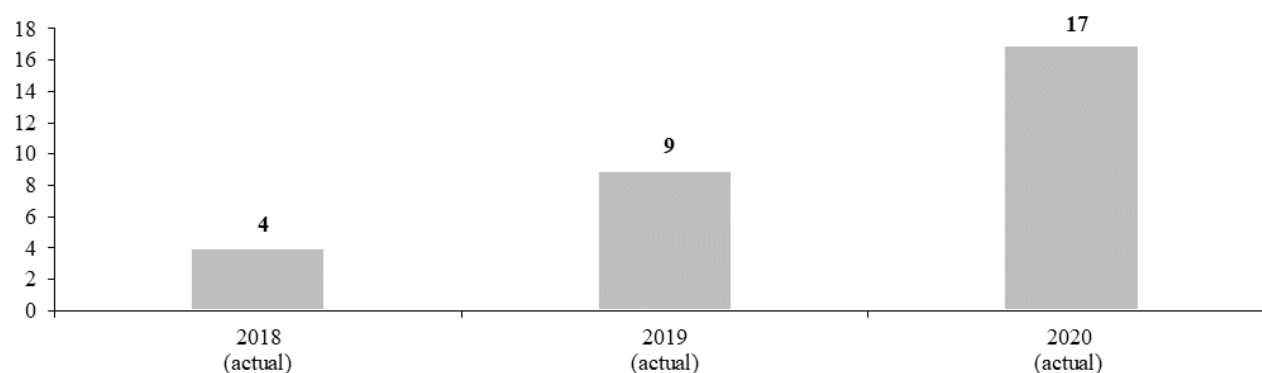
11.127 The subprogramme also developed and delivered evidence-based impactful messages and technical support for Governments to adopt sustainable public procurement approaches. These approaches have gained momentum during the COVID-19 pandemic, with enhanced interest from Member States to build back better.

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

11.128 The above-mentioned work contributed to the objective, as demonstrated by the increased number of countries implementing sustainable public procurement policies to enhance sustainable consumption (see figure 11.XIV).

Figure 11.XIV

**Performance measure: total number of countries implementing sustainable public procurement policies (cumulative)**



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

11.129 Owing to the impact of COVID-19 during 2020, the subprogramme had to change its approach to the conduct of country-level activities. As global travel restrictions prevented staff from undertaking planned field visits, capacity-building workshops, policy advisory and technical training sessions and, where possible, meetings, training and other events were conducted online. This allowed the continuation of work and of projects involving the sharing of information, the organization of dialogue, and the dissemination of knowledge products.

11.130 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely the alignment of each Government's work with its policy priorities in the context of COVID-19 and the proactive exploration of opportunities to mainstream approaches centred on the inclusive green economy in the context of sustainable development and poverty eradication and on sustainable consumption and production in national economic stimulus packages and recovery plans. These deliverables, including COVID-19 related policy briefs, joint webinars and online events, contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

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



## **Result 1: countries on a pathway to sustainable development<sup>13</sup>**

### **Programme performance in 2020**

11.132 The subprogramme has supported seven additional countries in transitioning towards sustainable development. In addition, during the COVID-19 pandemic, the subprogramme responded rapidly to requests by Member States related to COVID-19 and building back better, through the provision of policy recommendations, webinars, online workshops and knowledge products. The subprogramme also contributed to several United Nations policy briefs on COVID-19, such as on employment and on fiscal policies. Policies can play a key role in the recovery efforts of Member States, such as by removing inefficiencies in public expenditures and raising additional fiscal revenues that can be directed towards immediate COVID-19 relief measures while supporting medium- to long-term investment and planning for a more sustainable, resilient and inclusive future. Furthermore, the subprogramme built the capacity of developing countries through South-South cooperation to promote green economies in the context of sustainable development and poverty eradication. For example, the subprogramme provided a forum for countries from the Association of Southeast Asian Nations (ASEAN) region to share their experiences on national-level initiatives for transitioning to resource-efficient, low-emission, low-carbon and socially inclusive economies.

11.133 The above-mentioned work contributed to 32 countries having implemented green economy policies in the context of sustainable development and poverty eradication, which exceeded the planned target of 29 countries reflected in the proposed programme budget for 2020.

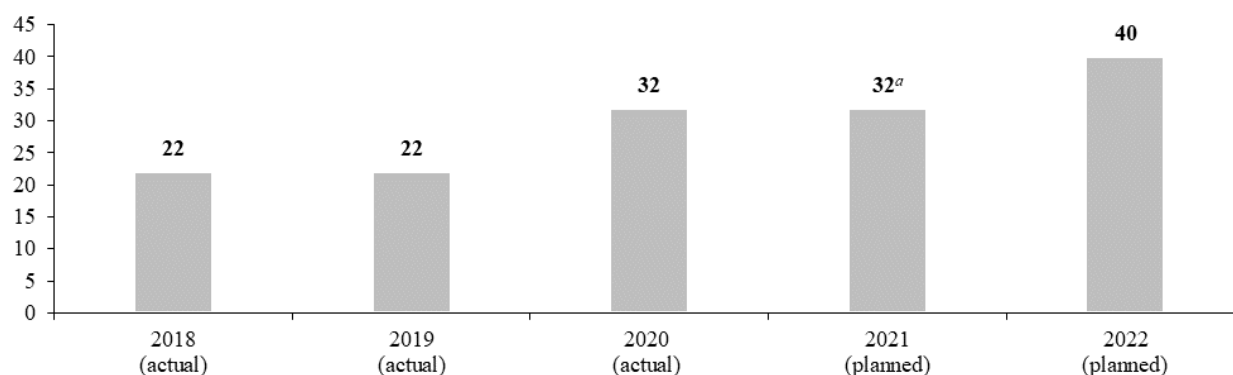
### **Proposed programme plan for 2022**

11.134 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 a focus on specific finance and economic transformation policies needed to accelerate sustainable patterns of consumption and production in support of outcomes related to climate, nature and chemicals and pollution. The expected progress is presented in the updated performance measure below (see figure 11.XV).

<sup>13</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

Figure 11.XV

**Performance measure: total number of countries that have implemented green economy policies in the context of sustainable development and poverty eradication (cumulative)**



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

## **Result 2: accelerating progress towards sustainable consumption and production<sup>14</sup>**

### **Programme performance in 2020**

11.135 The subprogramme's work has been strongly influenced by the impact of the COVID-19 pandemic on industries and value chains, in particular on micro-, small and medium-sized enterprises. In response to requests by Member States, the subprogramme developed and provided information, tools and policy recommendations to promote the uptake of more sustainable consumption and production practices. This was done across several high-impact value chains, including plastics, textiles, building and construction, food, and mining. The subprogramme also supported the public, private and financial sectors in leading the shift to more sustainable business practices, which resulted in 38 organizations promoting new sustainability actions. Of those organizations, eight stakeholders of the building and construction value chain engaged in the promotion of more sustainable solutions, thereby achieving the Concrete Sustainability Council certification through collaboration facilitated by the One Planet network programme. Furthermore, with the launch of the Global Life Cycle Assessment Data Access network, the subprogramme has improved access to life cycle data.

11.136 The above-mentioned work contributed to 31 countries adopting and implementing sustainable consumption and production frameworks, policies and/or action plans, which met the planned target reflected in the proposed programme budget for 2021.

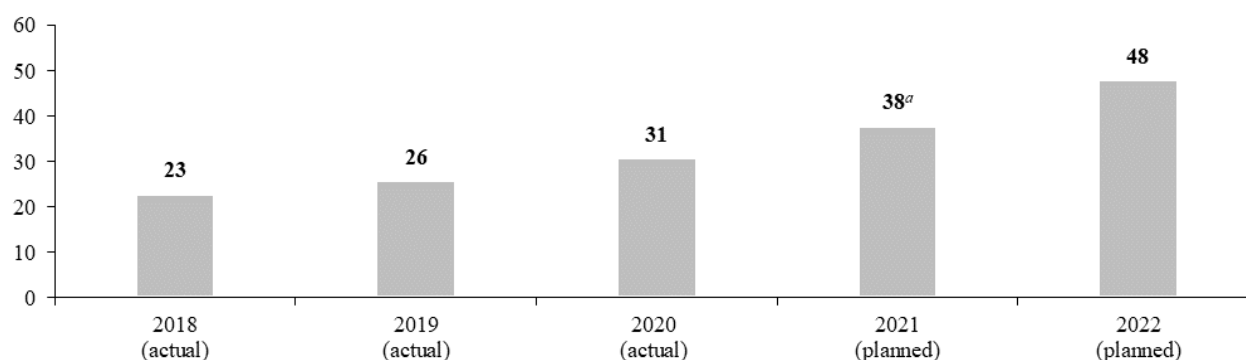
### **Proposed programme plan for 2022**

11.137 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 support to businesses for finance and economic transformations through alliances, principles, practices, standards and frameworks, established or adopted with UNEP support to enhance environmental sustainability. The expected progress is presented in the updated performance measure below (see figure 11.XVI).

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

Figure 11.XVI

**Performance measure: total number of countries adopting and implementing sustainable consumption and production frameworks, policies and action plans (cumulative)**



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

### **Result 3: making finance and economies more inclusive, sustainable and resilient**

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

11.138 Unsustainable management and consumption of resources remains an ongoing challenge and the impact of the COVID-19 pandemic necessitates renewed and holistic policy changes to ensure the achievement of the agreed sustainable consumption and production targets of the Sustainable Development Goals. The subprogramme developed policy recommendations and guidance on sustainable, inclusive and resource-smart recovery that will help to stimulate growth and create jobs and prosperity for all, while reducing pressures on the planet.

#### *Lessons learned and planned change*

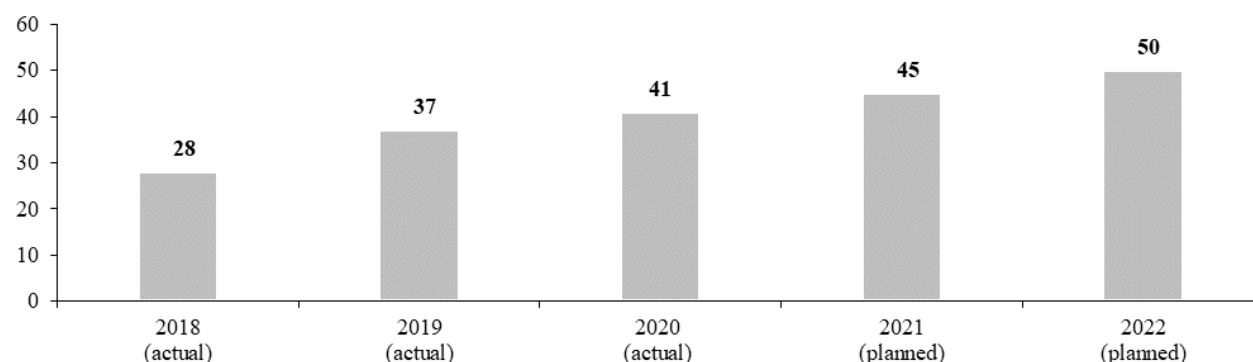
11.139 The lesson for the subprogramme was that there was increased demand from Member States for support on the implementation of an approach that is more focused on finance and economic transformations in order to accelerate changes to address challenges that the world is facing related to the climate, nature loss and pollution, and to support efforts to build back better. In applying the lesson, the subprogramme will collaborate and support public, private and consumer constituencies with enhanced science-based and digital delivery. That would meet Member States' demands for a more focused approach in which timelier, more accessible and sector-relevant online information are used to inform decision-making that facilitates finance and economic transformations. One example of such efforts is the ongoing research and science-policy analysis related to sustainable resource management, in collaboration with partners such as the International Resource Panel, that can contribute to addressing the underlying causes of biodiversity loss.

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

11.140 This work is expected to contribute to the objective, as demonstrated by the number of outcome-level sustainable consumption and production activities reported by countries in reporting on Goal 12 in their voluntary national reports (see figure 11.XVII).

Figure 11.XVII

**Performance measure: number of outcome-level sustainable consumption and production activities reported by countries in reporting on Sustainable Development Goal 12 in their voluntary national reports (annual)**



## Legislative mandates

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

### *General Assembly resolutions*

74/209	International Day of Awareness of Food Loss and Waste	75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
74/214	Sustainable tourism and sustainable development in Central Asia		

### *Governing Council of the United Nations Environment Programme decisions*

27/7	Work by the United Nations Environment Programme on sustainable consumption and production	27/8	Green economy in the context of sustainable development and poverty eradication
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### *United Nations Environment Assembly resolutions*

2/8	Sustainable consumption and production	4/2	Promoting sustainable practices and innovative solutions for curbing food loss and waste
2/9	Prevention, reduction and reuse of food waste	4/4	Addressing environmental challenges through sustainable business practices
4/1	Innovative pathways to achieve sustainable consumption and production	4/5	Sustainable infrastructure

## Deliverables

11.142 Table 11.11 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 11.11

**Subprogramme 6: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>22</b>	<b>22</b>	<b>22</b>	<b>20</b>
1. Projects on the green economy in the context of sustainable development and poverty eradication	10	10	10	–
2. Projects on sustainable consumption and production	12	12	12	–
3. Projects on finance and economic transformations	–	–	–	20
<b>Seminars, workshops and training events</b> (number of days)	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
4. Seminars and training events on resource efficiency	15	15	15	–
5. Seminars and training events on finance and economic transformation approaches	–	–	–	15
<b>Publications</b> (number of publications)	<b>5</b>	<b>5</b>	<b>5</b>	<b>3</b>
6. Publications on resource efficiency, the green economy in the context of sustainable development and poverty eradication, and sustainable consumption and production	5	5	5	–
7. Publications on finance and economic transformation approaches	–	–	–	3
<b>Technical materials</b> (number of materials)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
8. Technical materials, assessments, tools and methodologies on the green economy in the context of sustainable development and poverty eradication	5	5	5	–
9. Assessments, tools and methodologies on sustainable consumption and production	5	5	5	–
10. Technical materials on finance and economic transformation approaches	–	–	–	10
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> on sustainable lifestyles, resource efficiency, the green economy in the context of sustainable development and poverty eradication, sustainable consumption and production, and finance and economic transformations; meetings of the International Resource Panel, with the participation of steering committee members from 20 Member States; and meetings of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns/One Planet network.				
<b>Databases and substantive digital materials:</b> global material flows database, life cycle database, sustainable consumption and production clearing house database and Green Growth Knowledge Platform.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> on the One Planet network, sustainable lifestyles, the green economy in the context of sustainable development and poverty eradication, ministerial meetings and the United Nations Environment Assembly.				

## Subprogramme 7

### Science policy

#### Objective

11.143 The objective, to which this subprogramme contributes, is to strengthen the capacity of Governments and non-government actors to access, generate and use quality environmental data and analysis and to sustain a strengthened science-policy interface that generates evidence-based environmental assessments, identifies emerging environmental issues and fosters relevant policy action at the global, regional and national levels, including for the achievement of the environment-related Sustainable Development Goals.

## Strategy

11.144 To contribute to the objective, the subprogramme will continue to keep the world environmental situation under review and strengthen the interface between science and policymaking across the sustainable development agenda. The subprogramme will deliver scientifically credible and unbiased data, information and knowledge, and will provide policy-relevant analysis and policy recommendations to catalyse and accelerate solutions and actions for the environment, based on a continuous review of the global status and trends. The subprogramme will reach beyond the environmental community and make the case for putting the environment at the centre of economic and social decision-making. Through gender-sensitive partnerships across all geographical areas, involving Governments and non-governmental organizations, the business and scientific communities, and citizens, the subprogramme will aim to be a catalyst of systemic and transformative shifts that can drive progress towards the aspirations of achieving the 2030 Agenda. The subprogramme will pursue broad stakeholder engagement as a critical step in enhancing societal understanding, acceptance and uptake of its scientific analysis and serve as a knowledge broker that builds consensus on existing and emerging environmental issues through platforms and networks, such as the Science-Policy-Business Forum on the Environment, the International Resource Panel, the World Adaption Science Programme and the One Planet network.

11.145 In addition, the subprogramme will continue to provide analytical research, increase awareness on the environmental dimension of sustainable development and build capacity for measuring, monitoring and reporting on the environmental dimension of the Goals. This will help Member States to integrate common methods for tracking and measuring the environment-related Goals, including in their national processes, in particular, Goals 6, 12, 13, 14, 15 and 17. To that end, the subprogramme will continue to capitalize on its collaboration with the Statistical Commission and the five regional commissions.

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

- (a) The increased availability of scientific environmental data to countries and other stakeholders, provided by the World Environment Situation Room;
- (b) A more coherent approach to harmonizing country data, tracking progress and science-based environmental policymaking within and among countries;
- (c) The increased capacity of countries to measure progress towards and implement the Goals and to increase policy coherence for the integration of national sustainable development plans and other internationally agreed environmental goals.

## Programme performance in 2020

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

### Timely environmental data to enhance evidence-led policymaking

11.148 Science is fundamental to the role of UNEP as the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. The Secretary-General, in his 2018 report on progress towards

the Sustainable Development Goals (E/2018/64), highlighted the importance of the availability of high-quality, timely and disaggregated data for evidence-based decision-making and for ensuring accountability for the implementation of the 2030 Agenda. By using the World Environment Situation Room platform, the subprogramme handled: (a) earth observation data from in situ stations, remote sensors and field measurements; (b) statistics data from reporting, censuses and other surveys; and (c) geospatial data from models and interpolated data. At the national, regional, subregional and global levels, the consistent, reliable, and up-to-date data provided guidance for research, the preparation of assessments and the development of regional and global approaches to sustainable development.

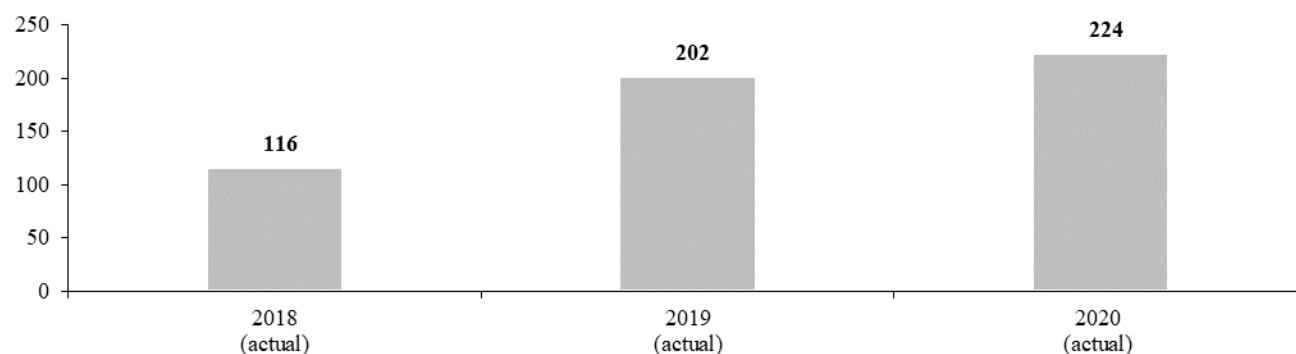
11.149 The subprogramme also facilitated the transformation of automatically processed data into products such as images, maps, graphs and tables in a user-friendly format through the use of geospatial analytical software. The data kept stakeholders informed about the state and trends of the environment, supported and enabled the implementation of the environmental dimension of the 2030 Agenda, supported the United Nations country teams in common country analyses, and facilitated policy action and the allocation of funds.

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

11.150 The above-mentioned work contributed to the objective, as demonstrated by the continued increase in the access to and use of the “community of practice” platforms<sup>15</sup> by Member States and stakeholders (see figure 11.XVIII).

Figure 11.XVIII

**Performance measure: total number of community of practice platforms used to increase the transfer of scientific knowledge and the exchange of information among Member States and stakeholders (cumulative)**



### Planned results for 2022

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

<sup>15</sup> Community of practice portals bring active practitioners together to consider environmental challenges and potential solutions in a topic or domain of human endeavour. Communities of practice support people and Member States, build policymaking capability, reduce the duplication of work and lead to better practices.

### **Result 1: stepping up support through a strengthened science-policy interface<sup>16</sup>**

11.152 The subprogramme has made progress on adapting scientific assessment outcomes for wider audiences. By simplifying the language of the recommendations of scientific assessments, the subprogramme reached various sectors of society, addressing the prevailing knowledge gap and enhancing science-based policymaking decisions for a broader group of stakeholders. The subprogramme also continued to capitalize on existing networks of scientists to investigate emerging issues. Furthermore, the subprogramme reported data on Sustainable Development Goals 6, 12, 14, 15 and 17 to the Statistics Division.

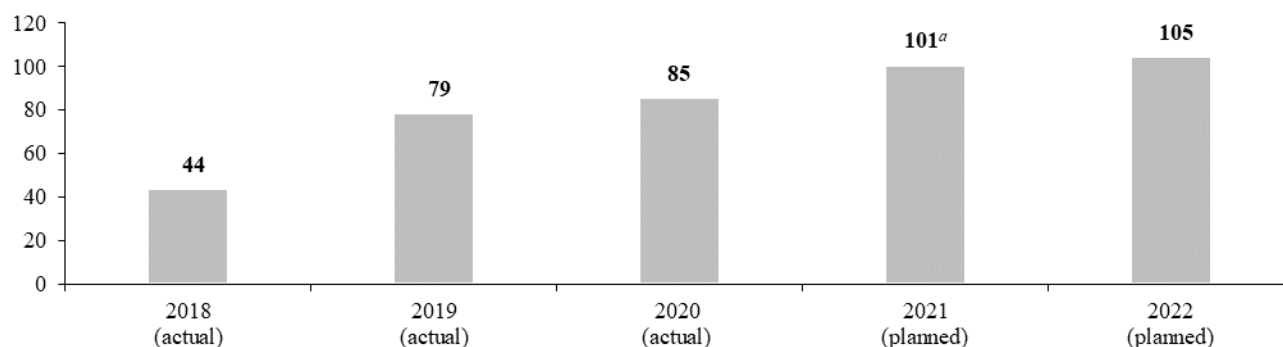
11.153 The above-mentioned work contributed to 85 countries using shared information system principles to report on global environmental goals, including the Sustainable Development Goals and their targets, which did not meet the planned target of 86 countries reflected in the proposed programme budget for 2020. Owing to the COVID-19 pandemic, many meetings and/or workshops were postponed, as many countries faced challenges with Internet connectivity.

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

11.154 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 multiple stakeholders and/or other supporting agencies. The aim is to support Member States to address the digital divide and create accessibility, in order to strengthen capacity development in the science-policy interface. The expected progress is presented in the updated performance measure below (see figure 11.XIX).

Figure 11.XIX

**Performance measure: total number of countries using shared information system principles to report on global environmental goals, including the Sustainable Development Goals and their targets (cumulative)**



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

### **Result 2: towards more ambitious climate action through science-based decision-making<sup>17</sup>**

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

11.155 The subprogramme raised \$47,403,174 to enhance climate information and knowledge services for resilience in five Pacific island countries: Cook Islands,

<sup>16</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

<sup>17</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



Marshall Islands, Niue, Palau and Tuvalu. The project is aimed at: (a) strengthening observations, monitoring, modelling and prediction of climate and climate impacts on ocean areas and islands; (b) improving community preparedness, response capabilities and resilience to climate risks; and (c) enhancing regional knowledge management and cooperation for climate services and multi-hazard early warning services. The subprogramme continued to support the production of the *Emissions Gap Report*, which highlights the state of global emissions gaps, and also prepared advocacy and outreach material that supported policy action to help mitigate climate change and improve social adaptability.

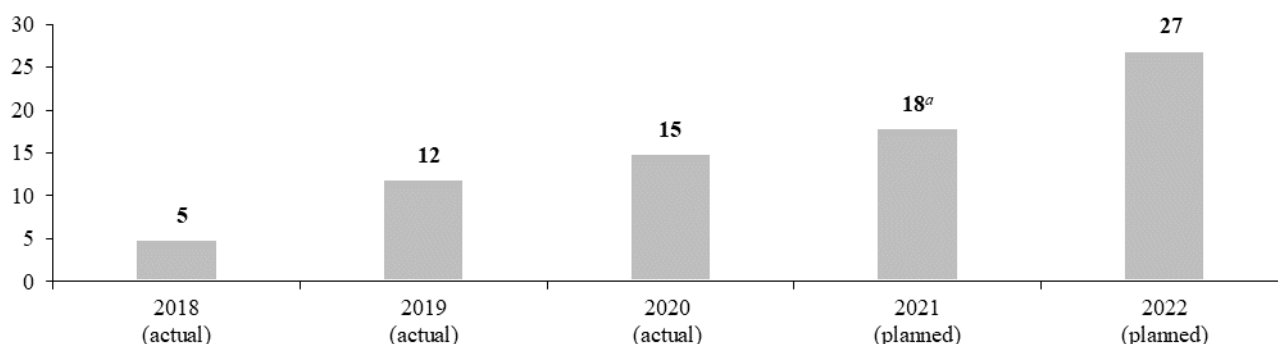
11.156 The above-mentioned work contributed to 15 Member States engaging in the development of the *Emissions Gap Report* through the country data vetting process, which met the planned target of 15 reflected in the programme budget for 2021.

### Proposed programme plan for 2022

11.157 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 policy suggestions on industrial emissions-reducing technologies, coupled with the net benefits of collective climate actions. The expected progress is presented in the updated performance measure below (see figure 11.XX).

Figure 11.XX

**Performance measure: total number of countries engaged in the development of the *Emissions Gap Report* through the country data vetting process (cumulative)**



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

### Result 3: scientific knowledge harnessed to address interlinked environmental challenges and their impact on socioeconomic well-being

#### Proposed programme plan for 2022

11.158 The science-policy subprogramme brings to life the latest scientific evidence and analysis on the state of the world environment to enhance the focus on new scientific knowledge and its implications with regard to environmental policy for policymakers, decision makers and the public at large. However, its 2019 evaluation highlighted the subprogramme's limited utility among the other subprogrammes and stakeholders. In response, UNEP, in its medium-term strategy, based its action on the analysis of prevailing and credible science to step up the delivery of its core area of work: mitigation of and adaption to climate change, the halting of the degradation of nature and pollution control. In addition, the subprogramme has started reaching

beyond the environmental community to advocate placing the environment at the centre of economic and social decision-making. Through partnerships among all relevant stakeholders, including other United Nations agencies, society, Governments and non-governmental organizations, the business community and citizens, the subprogramme has started catalysing science-informed transformative shifts, such as by providing maps, analytics, policy briefs and forecasts of environmental patterns, that can drive progress towards the aspirations of the 2030 Agenda and help to address climate change challenges, and in the development of different policies on nature degradation and test technologies for pollution control.

#### *Lessons learned and planned change*

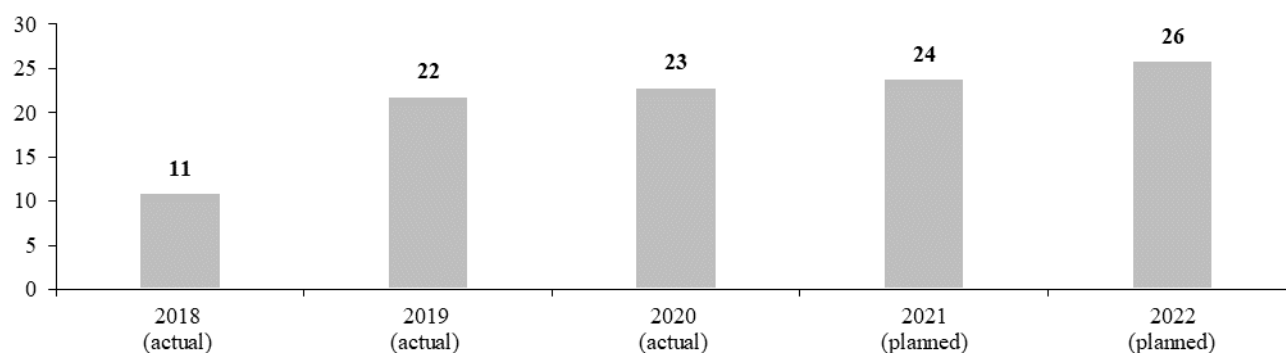
11.159 The lesson for the subprogramme was that science should not be used in isolation, but rather as a purposeful tool to increase knowledge about urgent environmental issues and the integrated nature of science with social and economic well-being. Scientific knowledge can increase the wider awareness of interlinked challenges and bring about potential solutions for decision makers, practitioners and other stakeholders. In applying the lesson, the subprogramme will leverage the global environment assessment dialogue by securing better consistency and mutually beneficial comparability among science knowledge-sharing platforms, such as the Intergovernmental Panel on Climate Change, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, the Global Environment Outlook, the International Resource Panel, the *Global Sustainable Development Report* and other processes. This process will also add value to the preparation and delivery of coherent and consistent messages that can inform international negotiations and decisions under the multilateral environmental agreements, as well as global environmental platforms, such as the United Nations Environment Assembly.

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

11.160 This work is expected to contribute to the objective, as demonstrated by the increased influence of science-based policymaking decisions, including in United Nations Environment Assembly resolutions, that are anchored on the subprogramme's production of scientific assessments. Such decisions account for more than 10 per cent of all decisions adopted in the United Nations Environment Assembly (see figure 11.XXI).

Figure 11.XXI

**Performance measure: total number of decisions in the United Nations Environment Assembly influenced by science-based policymaking (cumulative)**



## Legislative mandates

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

### *General Assembly resolutions*

71/313 Work of the Statistical Commission  
pertaining to the 2030 Agenda for  
Sustainable Development

### *Governing Council of the United Nations Environment Programme decisions*

SS.VIII/1, sect. II	Implementation of decision SS.VII/1 on international environmental governance: strengthening the scientific base of the United Nations Environment Programme	SS.XII/6 25/1, sect. II	World environmental situation Implementation of decision SS.VII/1 on international environmental governance: strengthening the scientific base of the United Nations Environment Programme
SS.X/5	Global Environment Outlook: environment for development		

### *United Nations Environment Assembly ministerial declarations and decisions*

Decision 3/1	Extension of the delivery date for the sixth Global Environment Outlook report	UNEP/EA.4/HLS.1	Ministerial declaration of the United Nations Environment Assembly at its fourth session: innovative solutions for environmental challenges and sustainable consumption and production
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## Deliverables

11.162 Table 11.12 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 11.12

### **Subprogramme 7: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>9</b>	<b>9</b>
1. Projects on keeping the environment under review	1	1	6	6
2. Projects on supporting the implementation of the Sustainable Development Goals	1	1	3	3
<b>Seminars, workshops and training events</b> (number of days)	<b>2</b>	<b>2</b>	<b>–</b>	<b>2</b>
3. Seminar on keeping the environment under review	2	2	–	2
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
4. Global reports on keeping the environment under review	1	1	1	2
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>5</b>	<b>3</b>	<b>3</b>
5. Technical materials on early warning and assessments	1	5	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation with some 20 Member States and other entities and stakeholders on methodology development and capacity development in the area of data collection methodologies relating to the Sustainable Development Goals; advice to at least 20 Member States and stakeholders on strengthening the science-policy interface; and advice to at least 20 Member States and stakeholders on implementing national environmental information systems.				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Databases and substantive digital materials:</b> World Environment Situation Room; Online Access to Research in the Environment; and Global Environment Monitoring System/Air Programme.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> web pages, attracting some 10,000 visitors annually; multimedia material and audio, video and social media content on the scientific work of UNEP, which are utilized by Member States, stakeholders and the public on open data platforms.				

## Annex

### Programme performance for 2020<sup>1</sup>

#### Subprogramme 2

#### Resilience to disasters and conflicts

11.A.1 Programme performance in 2020 includes programme performance presented under results 1 and 2, as well as result 3, which emerged during 2020.

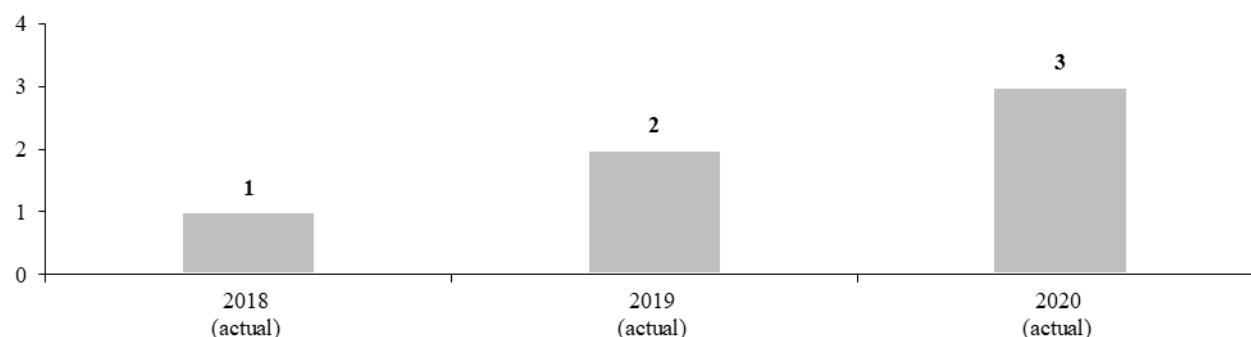
#### Result 1: state-of-environment reports<sup>2</sup>

11.A.2 The subprogramme has continued work related to supporting Member States with knowledge products that facilitate the sound management of natural resources, in line with its mandate, through the provision of state-of-environment reports on post-conflict recovery and sound environmental governance. The subprogramme also expanded this support with the release of a report on the state of the environment and outlook for the Government of the Sudan, enhancing the availability of actionable environmental data to policymakers.

11.A.3 The above-mentioned work contributed to the development of state-of-environment reports for post-conflict recovery and sound environmental governance, which met the planned target of three countries that have developed state-of-environment reports reflected in the proposed programme budget for 2020 (see figure 11.A.I).

Figure 11.A.I

**Performance measure: total number of countries that have developed state-of-environment reports (cumulative)**



#### Result 2: enhanced United Nations action on disaster-related environmental crises<sup>3</sup>

11.A.4 The subprogramme has provided advisory and technical support to the new resident coordinator system of the United Nations in countries affected by disasters and conflicts, contributing to the enhanced delivery mechanism, in line with the United Nations reform process and the strengthening of the resident coordinator system, creating opportunities to exponentially increase the ability to provide core environmental expertise and support services to a larger number of Member States.

<sup>1</sup> As outlined in paragraph 11.3 of the present report, the programme presented for the United Nations Environment Programme reflects a realignment of the programme structure for 2022. For that reason, programme performance information for 2020 for subprogramme 2, Resilience to disasters and conflicts, which will no longer be a stand-alone subprogramme as of 2022, is included in the present annex.

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 14)).

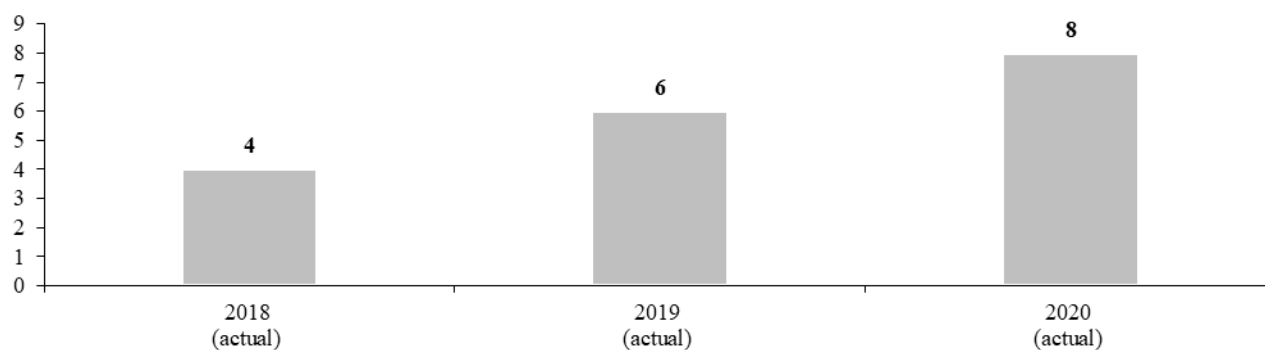
<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

New support provided includes advisory and technical assistance in the Horn of Africa and the Sahel.

11.A.5 The above-mentioned work contributed to eight ongoing projects meeting requests for environmental risk reduction, response and recovery support made by Member States through United Nations resident coordinators, special missions and country offices, which exceeded the planned target of seven reflected in the programme budget for 2021 (see figure 11.A.II).

Figure 11.A.II

**Performance measure: number of ongoing projects meeting requests for environmental risk reduction, response and recovery support made by Member States through United Nations resident coordinators, special missions and country offices (annual)**



### **Result 3: supporting the pandemic response**

11.A.6 The subprogramme has adapted its capacity to support the global response of the United Nations, international partners and Member States to the coronavirus disease (COVID-19) pandemic. The capacity of the subprogramme was harnessed to deliver and support global remote webinar training and capacity-building. Three new online training sessions for relevant stakeholders were established following the outbreak of the pandemic. The training helped partners and stakeholders to integrate the environmental dimensions, such as environmentally safe waste management, into planning their COVID-19 response.

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

11.A.7 The above-mentioned work contributed to the objective, as demonstrated by the conduct of a global training event on COVID-19 and waste management that drew 1,300 participants from 135 countries; a webinar for the Asia-Pacific region that drew 450 participants from 46 countries; and a global webinar on COVID-19 and environmental emergencies that drew 1,500 participants from 150 countries (see figure 11.A.III).

Figure 11.A.III

**Performance measure: total number participants in online training sessions (cumulative)**



## Deliverables

11.A.8 The table below lists all deliverables, by category and subcategory, for 2020 and 2021 that contributed and are expected to contribute to the attainment of the objective.

### Subprogramme 2: deliverables for 2020 and 2021, by category and subcategory<sup>a</sup>

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	2	2	4	–
1. Projects to assess environmental risks from disasters and conflicts	1	1	2	–
2. Projects on institutional and legal frameworks to improve national and local preparedness to mitigate environmental risks from disasters and conflicts	1	1	2	–
<b>Publications</b> (number of publications)	2	2	2	–
3. Publications on disaster risk reduction, preparedness assessments and road maps	2	2	2	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to humanitarian and military actors on environmental footprint reduction.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> expert advice to Member States from all regions and to international partners, upon request, on the monitoring and implementation of strategies to enhance environmental risk reduction, environmental emergency response and environmental recovery and to make progress towards the Sustainable Development Goals.				

<sup>a</sup> The deliverables are also included in table 11.1 of the programme performance information.

## Programme 12

### Human settlements

#### Overall orientation

##### Mandates and background

12.1 The United Nations Human Settlements Programme (UN-Habitat) is responsible for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda and Sustainable Development Goal 11. The mandate derives from priorities established by General Assembly resolutions and decisions, including resolution [3327 \(XXIX\)](#), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution [32/162](#), by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution [56/206](#), transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution [73/239](#), established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.

12.2 The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

##### Strategy and external factors for 2022

12.3 Globally, 56 per cent of the population lives in cities. This share is expected to rise to 70 per cent by 2050, continuing to make urbanization one of the most significant trends of the twenty-first century. Regional and sociopolitical disparities continue to influence who benefits from urbanization. However, some 90 per cent of urban growth is taking place in less developed regions, where it is largely unplanned and capacities and resources are most constrained, while in other parts of the world many cities are experiencing negative growth and shrinking populations. Unplanned urban growth fuels the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. Globally, more than 1.6 billion people live in inadequate housing and more than 1 billion live in slums and informal settlements. Of significance to the programme of work are the estimated 763 million internal migrants and 224 million international migrants in 2019, most of whom live in urban areas, often under difficult conditions.

12.4 High levels of inequality and exclusion are persistent trends in urban areas; income inequality has increased in urban areas for more than two thirds of the world's population since 1980. This widening gap means that some 2.9 billion people are living in cities, both in the developed and the developing world, where income inequalities are more pronounced than they were a generation ago. Cities are also hot spots for environmental and energy challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global carbon emissions and more than 70 per cent of resource use. The urban poor, living in risk-prone and underserved



areas, suffer the worst consequences of climate change-related disasters and natural and human-made crises and conflicts. The coronavirus disease (COVID-19) pandemic has exacerbated the systemic inequalities that exist across territories and urban areas, where the urban poor are disproportionately affected due to crowded and underserved environments. While urban areas have been the epicentre of the pandemic, this has equally demonstrated that cities are hubs of resilience and innovation. UN-Habitat will prioritize tailored approaches to fight the pandemic and support cities to build back better.<sup>1</sup> Through technical cooperation, cities will be assisted in designing and implementing action plans to protect marginalized communities and strengthen participatory community engagement. Local governments will continue to be supported to accelerate the digital transformation in local governance as part of dedicated COVID-19 responses. Supporting citywide and spatially targeted approaches will contribute to improving living conditions in all settlements and reducing disadvantages in specific locations. Support will be provided to local governments to invest in social, economic, institutional and financial innovations for a sustained socioeconomic recovery. Partnerships will catalyse support for cities in building more resilient budgets and fiscal frameworks in support of local service delivery and local economic development. UN-Habitat will support cities in reshaping urban planning solutions that are more sustainable and integrated, supported by innovation and technology to become healthier and more resilient.

12.5 The strategy of UN-Habitat for delivering the programme plan in 2022 continues to be driven by the strategic plan for the period 2020–2023, which has proven robust in responding to the COVID-19 pandemic. The plan enables the organization to advance its innovative, delivery-focused and partnership-oriented model of operation. Its recently developed organizational structure makes UN-Habitat a dynamic, fit-for-purpose organization for delivering the four interconnected subprogrammes of the strategic plan for the period 2020–2023, which was approved by the UN-Habitat Assembly at its first session, in May 2019.

12.6 In addition, UN-Habitat flagship programmes are proving to be vehicles to fast-track integration between the normative and operational work of UN-Habitat, scaling the impact of the organization. In 2022, UN-Habitat will primarily focus on the following flagship programmes:

(a) “Sustainable Development Goals Cities” (SDG Cities). Supporting Member States in achieving the Sustainable Development Goals is the main goal of all four subprogrammes. This flagship programme is designed to advance the overall implementation of the Goals at the local level by supporting cities in developing and implementing transformative projects designed to maximize the progress of Member States towards achieving the Goals;

(b) “RISE-UP: resilient settlements for the urban poor”. This flagship programme will be implemented mainly by subprogrammes 1 and 3 by leveraging large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and also address issues of spatial inequality;

(c) “Inclusive cities: enhancing the positive impacts of urban migration”. This flagship programme will mainly respond to subprogrammes 1 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people;

(d) Two other flagship programmes, on “inclusive, vibrant neighbourhoods and communities” and “people-centred smart cities”, will be mainstreamed across the four subprogrammes, strengthening links across the outcomes of the strategic plan. In

<sup>1</sup> See General Assembly resolution [69/283](#) on the Sendai Framework for Disaster Risk Reduction 2015–2030.

addition, a normative and capacity-building approach to strengthen the agency-wide operationalization of digital transformation in sustainable urbanization contexts will be implemented.

12.7 In 2022, the programme will continue to streamline social inclusion as a process and outcome to address cross-cutting issues relating to older persons, children, people with disabilities, gender and youth. UN-Habitat will strengthen its programmatic approach to leaving no one behind by focusing on the spatial dimension of exclusion and the self-reinforcing mechanisms of marginalization, thereby assisting Governments in providing basic services, housing and public goods in the most deprived areas of cities. UN-Habitat thematic areas of resilience and urban safety will be cross-cutting in guiding frameworks, tools and capacity-building materials, setting standards, proposing norms and principles, and sharing good practices on social inclusion issues. Global networks such as the Global Land Tool Network, the Global Water Operators' Partnerships Alliance, the Resilient Cities Network, the Global Network on Safer Cities, the Global Network of Urban Planning and Design Labs and the Global Network of Public Space will be systematically engaged to develop and test these tools.

12.8 To better meet the needs of Member States and to engage a wider audience, UN-Habitat will strengthen capacity-building initiatives, digitization of tools and virtual e-learning programmes. The UN-Habitat capacity-building strategy for the implementation of the Sustainable Development Goals and the New Urban Agenda, adopted by its Executive Board in 2020, provides a clear framework to fill the institutional and operational gap within UN-Habitat for greater coordination, coherence and monitoring of results and to improve the delivery of capacity-building services to Member States and local governments, as well as other key urban stakeholders, for greater impact and resource efficiency. Some of the first results, including an illustrated handbook on the New Urban Agenda, along with an online course, have been launched to expand its implementation.

12.9 UN-Habitat will continue to build on its experience of implementing large-scale programmes and projects at the local, national and regional levels to guide technical cooperation work and ensure that it has a demonstrable impact on the lives of beneficiaries. Over the years, UN-Habitat has developed a wide range of diverse projects, focused in large part on integrated programming for sustainable urbanization, as well as activities ranging from crisis response to post-disaster and post-conflict reconstruction and rehabilitation.

12.10 In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities across the four subprogramme themes and mobilize public and political support. It will continue to make maximum use of advocacy and knowledge platforms, including its own website, the Urban Agenda Platform and key global meetings such as the World Urban Forum, World Cities Day and World Habitat Day, regional ministerial conferences and the 2022 high-level meeting of the General Assembly on the implementation of the New Urban Agenda.

12.11 As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global conditions and trends and provide evidence for policymaking. For 2022, UN-Habitat will prepare the second quadrennial report on the progress made in the implementation of the New Urban Agenda, in close collaboration with other United Nations entities and development partners. The programme will also prepare the second synthesis report for Goal 11 and other urban Sustainable Development Goals, to be presented at the high-level political forum on sustainable development. These reports will be supported by reporting guidelines for Member States and other stakeholders, a dedicated global

online Urban Agenda Platform, a new global urban monitoring framework, an agreed operational definition of urban areas, specialized tools for spatial analysis and the re-establishment of the Urban Indicators Programme. Progress will be made in 2022 in the deployment of technologies for data collection and analysis, visualization and management of information. The use of the City Prosperity Index, and its adaptation to a global monitoring framework, will serve in the implementation of the Sustainable Development Goals cities flagship programme to assist in the realization of Sustainable Development Goals in cities and the preparation of voluntary local reviews.

12.12 For 2022, UN-Habitat planned deliverables and activities reflect known and anticipated challenges related to the COVID-19 pandemic that are being faced by Member States. Such planned deliverables and activities include: (a) assisting Governments in supporting increased access to water and sanitation and adequate housing; (b) advocating for the prevention of evictions; and (c) measuring and reducing spatial vulnerability; and (d) preparing urban planning strategies and local resilience programmes. Specific examples of such planned deliverables and activities are provided under the four subprogrammes. The global database produced by UN-Habitat in partnership with CitiIQ provides data on 1,500 cities, and analyses the initial conditions of the cities, their response capacity and the incidence of infection and death. The spatial vulnerability index for COVID-19 and a global report on the state of cities with dedicated policy recommendations will serve to support technical interventions. These data and knowledge, combined with normative and operational work adjusted to respond to the pandemic from a short- and long-term perspective, provide opportunities for cities and Member States to address structural inequalities and prepare for social and economic recovery. The UN-Habitat programme of work for 2022 will focus all efforts of the different subprogrammes and deploy advisory services, innovative solutions, and knowledge packages to support Member States in the fight against COVID-19 and other pandemics.

12.13 With regard to cooperation with other entities at the global, regional, national and local levels, UN-Habitat will build on its close cooperation with international and regional organizations and other regional actors, such as the Organisation for Economic Co-operation and Development, the World Bank, the European Union and regional development banks.

12.14 With regard to inter-agency coordination and liaison, UN-Habitat will continue to play a key role in supporting efforts by Member States to develop policies, frameworks and actions that enhance the transformative value of urbanization and maximize city responses to the COVID-19 pandemic. This will be done through collaboration with local and regional governments and their associations and city networks, the Department of Economic and Social Affairs, the United Nations regional economic and social commissions, the Cities Alliance and partnerships and coalitions with grass-roots organizations, foundations, international financial institutions, the private sector and academia. UN-Habitat will continue to strengthen its strategic partnerships with other United Nations agencies. To support Member States in developing innovative policies and actions that promote inclusive and sustainable economic growth, employment and decent work for all, particularly women and young people, UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Industrial Development Organization, the International Telecommunication Union, the United Nations Capital Development Fund, the United Nations Conference on Trade and Development, the United Nations Innovation Network, technology companies, “smart city” associations, innovation hubs, academia and other organizations.

12.15 To mainstream environmental sustainability into urban development, UN-Habitat will collaborate with the United Nations Environment Programme (UNEP), climate funds, the urban climate knowledge and innovation communities and organizations focusing on resilience, such as the United Cities and Local Government and ICLEI-Local Governments for Sustainability initiatives. To implement the Greener Cities Partnership, UN-Habitat will collaborate with the secretariat of the United Nations Framework Convention on Climate Change to develop national climate action plans and with the United Nations Office for Disaster Risk Reduction, the World Bank, the European Union and the United Nations Development Programme (UNDP) to develop frameworks for joint financing mechanisms and to harmonize the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030. UN-Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees, UNDP, IOM, the United Nations Office for Disaster Risk Reduction, the World Food Programme (WFP), the Mayors Migration Council and the Resilient Cities Network to integrate sustainable urban development into resilience and humanitarian response, and with the United Nations Office on Drugs and Crime (UNODC) to promote safety in public spaces. UN-Habitat will collaborate with the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) on the monitoring of water and sanitation and on mainstreaming the New Urban Agenda into UN-Water and UN-Energy. UN-Habitat will also collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote gender equality and ensure that projects benefit women and girls.

12.16 UN-Habitat will continue to work closely with the Department of Economic and Social Affairs and the regional economic and social commissions to serve as a knowledge platform and the global first port of call for data and knowledge on cities, towns and rural settlements. Given that cities play a vital role in realizing the sustainable urban development agenda, UN-Habitat will reenergize its partnerships with local authorities and their associations and city networks in the context of national policies. Furthermore, the Programme will fully support municipal efforts in the local achievement and monitoring of the Sustainable Development Goals and the implementation of the New Urban Agenda through work on policy, legislation, governance, planning and design, and financing mechanisms. It will also collaborate with the Resident Coordinator system to improve the efficiency and effectiveness of operational activities at the country level, supporting common country assessments and the formulation of the United Nations Sustainable Development Cooperation Framework.

12.17 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;
- (b) Country make commitments to the New Urban Agenda and the 2030 Agenda for Sustainable Development;
- (c) Ongoing requests are received from national and local governments for policy advice and technical support from UN-Habitat in the development and implementation of their urban policies, plans and strategies;
- (d) Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and the assessment of city performance;
- (e) Social, political and macroeconomic stability continues in the areas in which UN-Habitat and partners will be implementing programmes and projects.

12.18 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

12.19 UN-Habitat mainstreams a gender perspective in its operational activities, deliverables and results, as appropriate, with guidance from its Advisory Group on Gender Issues. For example, one of the 2022 planned results for subprogramme 1 demonstrates the aim of UN-Habitat interventions to support Member States with policy, legislation, planning and financing instruments to implement integrated, inclusive and gender-responsive land and housing policies that improve tenure security for all, and continue the work related to strengthened land rights for men and women in the Arab world.

12.20 UN-Habitat integrates disability inclusion in its operational activities, deliverables and results as appropriate. Through the work of its subprogrammes, UN-Habitat is working with its partners to develop a disability inclusion strategy in line with the one released by the Secretary-General in 2019. Following the establishment of agreements with memorandums of understanding with the World Blind Union and World Enabled, UN-Habitat is also developing guidelines for disability inclusion by enhancing the environmental and social safeguards framework that is applied to all projects, to be socially inclusive, including disability inclusion as an integral part of each project presented for approval.

## **Programme performance in 2020**

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

12.21 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UN-Habitat. The impact included adjusting support to national and local authorities, as well as local communities, by shifting from face-to-face meetings and technical advisory missions to virtual and/or hybrid meetings. UN-Habitat progressively moved towards alternative forms of gatherings and consultations, using virtual meeting platforms, and remote technical support, combining local consultants with remote virtual advisory services. Specific activities related to technical cooperation projects were delayed or postponed due to severe international travel restrictions as a result of the COVID-19 pandemic. Specific examples of the impact are provided under all four subprogrammes. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1, 2 and 3.

12.22 At the same time, however, some planned deliverables and activities were modified, and 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 included modifications and new activities at the normative level: contributions to the policy brief by the Secretary-General on COVID-19 in an urban world and to “A United Nations framework for the immediate socio-economic response to COVID-19”, the preparation of the *Cities and Pandemics: Towards a More Just, Green and Healthy Future* report and several technical guidelines to support the response to COVID-19 under the UN-Habitat COVID-19 response plan. At the operational level, UN-Habitat adjusted its programming to help respond to the pandemic through its COVID-19 response plan and partnered with United Cities and Local Government to facilitate a series of live

learning sessions, facilitating north-south and south-south exchange on COVID-19 response. Specific examples of the modified and new activities are provided under all four subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 1, 2 and 3.

12.23 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the continuation of virtual meeting modalities where possible for expert group meetings, which allows for broader participation, and complementing the existing tools of UN-Habitat with online digital learning companions to expand its outreach.

## Legislative mandates

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

### *General Assembly resolutions*

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation	71/256	New Urban Agenda
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements	72/146	Policies and programmes involving youth
		72/234	Women in development
		75/212	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
53/242	Report of the Secretary-General on environment and human settlements		
55/2	United Nations Millennium Declaration		
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium	75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)	75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

### *UN-Habitat Assembly resolutions and decisions*

1/1	United Nations Human Settlements Programme strategic plan for the period 2020–2023	1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements
1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements	1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development	Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

*Executive Board decisions*

2019/1	Implementation of the strategic plan for the period 2014–2019 and the strategic plan for the period 2020–2023, and approval of the work programme and budget for 2020	2020/4	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme
2019/2	Financial, budgetary and administrative matters of the United Nations Human Settlements Programme	2020/5	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including resolutions and decisions of the United Nations Habitat Assembly, and reporting on the programmatic activities of the Programme in 2020 and the implementation of subprogrammes, flagship programmes and technical cooperation activities
2019/3	Implementation of normative and operational activities of the United Nations Human Settlements Programme, including the resolutions and decisions of the United Nations Human Settlements Assembly		
2020/3	Implementation of the strategic plan for the period 2014–2019, the strategic plan for the period 2020–2023, approval of the draft work programme and draft budget for 2021, implementation by the United Nations Human Settlements Programme of the reform of the development system and management of the United Nations, and alignment of the planning cycles of the Programme with the quadrennial comprehensive policy review process		

*Governing Council resolutions*

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation	24/13	Country activities by the United Nations Human Settlements Programme
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals	25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements
20/16	Enhancing the involvement of civil society in local governance		
21/3	Guidelines on decentralization and strengthening of local authorities	25/2	Strengthening national ownership and operational capacity
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing	25/6	International guidelines on urban and territorial planning
22/9	South-South cooperation in human settlements	25/7	United Nations Human Settlements Programme governance reform
23/3	Support for pro-poor housing	26/4	Promoting safety in cities and human settlements
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor	26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
		26/6	World Urban Forum
24/5	Pursuing sustainable development through national urban policies	26/9	Human settlements development in the Occupied Palestinian Territory
24/7	Making slums history: a worldwide challenge		

*Economic and Social Council resolutions*

2003/62	Coordinated implementation of the Habitat Agenda	2020/7	Affordable housing and social protection systems for all to address homelessness
2017/24	Human settlements	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

## Deliverables

12.25 Table 12.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 12.1

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	2	2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	–	–	1	1
2. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	–	–	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	6	12	7	17
3. Meetings of the governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	3	9	4	12
4. Meeting of the Committee for Programme and Coordination	1	1	1	1
5. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meeting of the Fifth Committee	1	1	1	1
7. General Assembly high-level meeting on the review of the implementation of the New Urban Agenda	–	–	–	2
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	5	2	6	5
8. UN-Habitat flagship reports	4	1	5	2
9. <i>World Cities Report</i>	1	1	2	1
10. Second quadrennial report on the implementation of the New Urban Agenda	–	–	–	1
11. UN-Habitat annual report	1	1	1	1

<sup>a</sup> The 2022 planned deliverables, to be funded from the Foundation's non-earmarked fund, have been adjusted downward, taking into account the resources approved by the Executive Board of \$10.0 million for 2021 and a budget ceiling figure of \$12.0 million in 2022, as shown in table 15.14 of the proposed programme budget for 2022 (A/76/6 (Sect. 15)).

## Evaluation activities

12.26 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:



- (a) Impact evaluation of the UN-Habitat housing approach on adequate, affordable housing and poverty reduction;
- (b) Final evaluation of the implementation of UN-Habitat strategic plan for the period 2014–2019;
- (c) Midterm evaluation of the municipal governance support programme, 2015–2021;
- (d) Midterm evaluation of the Accelerating climate action through the promotion of Urban Low Emission Development Strategies (Urban-LEDS II) project;
- (e) End-of-project evaluation of the Fostering the tenure and resilience of Palestinian communities through spatial economic planning intervention in area C project;
- (f) End-of-project evaluation of the making cities sustainable and resilient project (2016–2020).

12.27 The findings, lessons and recommendation of the self-evaluations referenced above have been taken into account for the programme plan for 2022 and informed the implementation of the strategic plan for the period 2020–2023. For example, on the basis of recommendations from the final evaluation of the strategic plan for the period 2014–2019, an inventory of normative tools is in development to facilitate the costing of methods used and strengthen linkages between normative and operational programming and learning within the organization. This is supported by the Umoja integrated planning, management and reporting tool, which is to be rolled out in 2021 and will contribute to strengthening processes and systems for integrated outcome-focused design, monitoring and reporting by tracking project outputs and outcomes, tools and linkages to the strategic plan. Further, UN-Habitat has built a network of focal points at the country level to strengthen its engagement in the common country analysis process in 15 selected countries and promote sustainable urbanization in relation to the United Nations reform process.

12.28 Based on recommendations stemming from the impact evaluation of the housing approach of UN-Habitat, concerted efforts were made to advance the role of housing in the UN-Habitat portfolio. For example, housing was a theme of the Urban October 2020 Housing for All Campaign (#Housing4All), strengthening linkages with other UN-Habitat programmes and national and international partners. Moving forward, UN-Habitat is reviewing the operationalization of the right to adequate housing, including by developing a monitoring and reporting framework, and revising the position of UN-Habitat on and methods related to the governance and management of adequate housing. This has become all the more important in the light of the COVID-19 pandemic.

12.29 The following self-evaluations are planned for 2022:

- (a) Evaluation of the impact and outcomes of the eleventh session of the World Urban Forum;
- (b) Evaluation of two country programmes;
- (c) Six evaluations of projects that close in 2022;
- (d) Two thematic self-evaluations.

## **Programme of work**

### **Subprogramme 1**

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

#### **Objective**

12.30 The objective, to which this subprogramme contributes, is to reduce inequality between and within communities, and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land, adequate and affordable housing and effective human settlements growth and regeneration.

#### **Strategy**

12.31 To contribute to the objective, the subprogramme will develop and disseminate toolkits, standards and technical guidelines to Member States, and engage partner cities in policy dialogues, peer-to-peer support, the sharing of best practices, training sessions and other capacity-building initiatives to strengthen institutional and managerial capacity towards improved access to and the efficiency, quality, reliability and sustainability of basic services, such as water, sanitation and energy, and the provision of sustainable mobility and public space in order to mitigate and adapt to climate change and reduce environmental impacts, such as air and water pollution. In the area of waste management, the subprogramme will continue to expand its Waste Wise Cities campaign, which focuses on mobilizing national and local governments to commit to improving their waste management practices and resource efficiency through rethinking, reducing, reusing and recycling materials and waste before and after consumption, UN-Habitat will also support national and local authorities in building capacity to use frontier technologies to improve the provision and management of basic services for all. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1, 6, 7, 11, 12 and 14.

12.32 The subprogramme will provide Member States with policy, legislation, planning and financing instruments to implement integrated and inclusive and gender-responsive land and housing policies that improve tenure security for all, provide adequate, affordable housing and prevent unlawful forced evictions. The subprogramme will advocate for the implementation of sustainable building codes, regulations and sustainability certification tools for the housing sector while contributing to an urban energy transition. This work helps Member States make progress towards achieving Goals 1, 2, 5, 11 and 15.

12.33 The subprogramme will also provide technical assistance to national and local governments to develop specific integrated plans, policies, technical guidelines and toolkits in line with the International Guidelines on Urban and Territorial Planning and principles of sustainable urbanization. The subprogramme will provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and pilot urban interventions. It will support partner cities in institutionalizing different approaches on urban regeneration through the development of specific plans, policies, technical guidelines and toolkits. The subprogramme will provide guidance on how planning for urban expansion and regeneration can contribute to climate mitigation and adaptation and make urban

growth more inclusive. This work helps Member States make progress towards achieving Goal 11.

12.34 The subprogramme will continue to support Member States on issues related to COVID-19 by supporting national and local governments on recovering from COVID-19 in cities and human settlements by disseminating toolkits, best practices and technical guidelines for addressing the structural inequalities exposed by the pandemic. The subprogramme will scale up access to basic and social services, sustainable mobility and safe public space, in particular in urban slums and informal settlements and for people in vulnerable situations, focus more on the need for adequate and affordable housing and the prevention of unlawful evictions and develop more integrated and inclusive urban development programming, integrating, for instance, health in urban and territorial planning and ensuring proximity to jobs and basic services and infrastructure.

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

- (a) Improved quality, accessibility, inclusion and safety of public spaces for all in urban areas;
- (b) An increased number of people living in adequate and affordable housing and strengthened capacities of policymakers to implement sustainable land governance systems;
- (c) The transformation and regeneration of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants.

## **Programme performance in 2020**

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

### **Transformed cities and communities through safe, inclusive and accessible public spaces**

12.37 Public space represents a vital element of urban efficiency, mobility and social interaction. Public spaces are diminishing and are unequally distributed due to unplanned development, inadequate street networks, overcrowding, encroachment, poor maintenance and privatization. These factors contribute to public spaces often being inaccessible to large sections of society. The challenge of inadequate public spaces compounds spatial inequalities and specifically harms the urban poor and marginalized communities. Cities and towns struggle to identify relevant, locally based approaches to co-create and implement public space interventions at different scales and to maintain those spaces. The COVID-19 crisis has also highlighted how public spaces represent a key lifeline for marginalized populations and an important asset for deploying emergency measures, facilitating the delivery of essential services and hosting well-spaced activities to enable recreation. Active in 88 cities, the subprogramme provided advice and technical support to cities and local governments worldwide on all dimensions of public space enhancement, from assessment to creation and management. For example, the subprogramme has developed tools and partnerships to undertake citywide public space assessments, implemented site-specific assessments in over 41 cities in 2020 and worked on both individual sites (26 in 2020) and citywide strategies (11 in 2020). The subprogramme encourages, women, children, youth, older persons and persons with disabilities to participate in the public space design processes by using tailored tools to reimagine and co-create their surroundings. In India, the United Arab Emirates and South Africa, the subprogramme

engaged persons with disabilities to design public spaces to improve their accessibility and provide disability-friendly spaces while ensuring safety through providing spaces for all, supporting multifunctionality and amenities such as lighting. Through this process, the subprogramme engaged 6,750 citizens in participatory planning and 470 citizens in digital workshops, and trained 560 people on public space assessments.

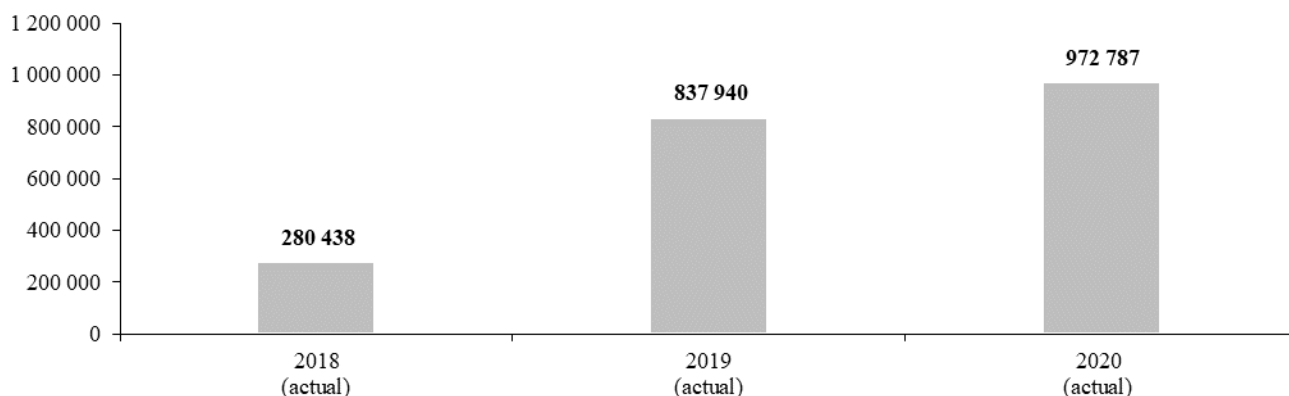
12.38 The subprogramme also supported 10 cities in their COVID-19 recovery through capitalizing on public spaces as opportune places to restore livelihoods, increase accessibility to essential services and improve the well-being of those in vulnerable situations. These projects addressed a variety of challenges, such as decongestion and digitization of local markets, increasing hygiene and sanitation in slums, creating livelihood opportunities and raising awareness through culture and art. The project engaged 6,230 people in 88 workshops. The implementation of these small interventions enabled cities to slowly reopen and allowed communities to regain confidence in being out in the public realm and using public spaces safely for economic and social purposes. Furthermore, the subprogramme enabled local and national governments to embrace the potential of public spaces as flexible and resilient spaces during emergencies and crisis and understood the need to adopt policies and regulations and invest in scaling up interventions at the city level.

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

12.39 The above-mentioned work contributed to the objective, as demonstrated by 972,787 people in 88 cities who have access to safe and inclusive public spaces through public space interventions (see figure 12.1).

Figure 12.1

**Performance measure: total number of beneficiaries in 88 cities with access to safe and inclusive public spaces through public space interventions (cumulative)**



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

12.40 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled planned in-person events, including seminars, training sessions, workshops and conferences as of the second quarter of 2020. On some occasions, these events were postponed until further notice or conducted remotely, utilizing the application of online conferencing tools. Considerable progress in the utilization of information and communications technology tools for the organization of urban planning sessions with stakeholder engagement processes was achieved. The adjustment to new working modalities had an impact on the programme performance in 2020, as specified in result 3 below.

12.41 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of objectives and within the margins of projects funded from extrabudgetary resources, namely, technical advisory services and infrastructure solutions in order to enhance access to hygiene facilities, including access to safe drinking water and the extension of water supply to the most vulnerable communities, particularly in urban slums and informal areas. A particular emphasis was placed on expanding livelihood opportunities, particularly for households headed by women, and introducing sustainable management modalities for newly created infrastructure and service provision. In particular, the subprogramme supported the mainstreaming of housing and basic urban services as interventions highlighted in national-level socioeconomic impact assessments and recovery strategies at the country and city levels, as well as advised ongoing programme activities in this regard to adapt to COVID-19 response and recovery. Moreover, the subprogramme supported the development of an implementation tool for local authorities on leading local adaptation to COVID-19 in informal settlements. The modified deliverables contributed to results in 2020, as specified in the emerging result above.

## **Planned results for 2022**

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

### **Result 1: Strengthened land rights for men and women in the Arab world<sup>2</sup>**

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

12.43 The subprogramme has continued to support the work done by partners and other land actors in the Arab region by establishing partnerships and formalizing collaboration with eight organizations in the region. The subprogramme also held one partnership-building event with champions based in the region. Furthermore, the subprogramme conducted two capacity development events, on monitoring land governance and land tenure security in the Arab region (Middle East subregion) and on the role of civil society organizations in land governance in the Arab region.

12.44 The above-mentioned work contributed to eight institutions involved in land administration in the Arab States implementing inclusive and gender-sensitive normative products on land as tools to develop their research and curricula with support from UN-Habitat, which exceeded the planned target of six institutions reflected in the proposed programme budget for 2020.

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

12.45 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 the capacity development, as well as the knowledge- and partnership-building, in the region. The expected progress is presented in the updated performance measure below (see table 12.2).

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 15)).

Table 12.2  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Two institutions involved in land administration in the Arab States implementing inclusive and gender-sensitive land tools and approaches	Four institutions involved in land administration in the Arab States implementing inclusive and gender-sensitive land tools and approaches	Eight institutions involved in land administration in the Arab States implementing inclusive and gender-sensitive land tools and approaches	Eight institutions involved in land administration in the Arab States implementing inclusive and gender-sensitive land tools and approaches	Both men and women in eight cities benefit from more comprehensive institutional support from land sector organizations, leading to the acquisition of stronger tenure security

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

## Result 2: inclusive, vibrant neighbourhoods and communities<sup>3</sup>

### Programme performance in 2020

12.46 The subprogramme created new partnerships, established legal agreements and mobilized resources to start the development of comprehensive guidelines and tools to support Member States in the areas of spatial inequality reduction, urban regeneration, participatory planning and socioeconomic recovery. Furthermore, the subprogramme acted as an umbrella programme to provide technical assistance to ongoing urban regeneration and socioeconomic projects in Asia, Africa, the Arab States and Latin America and the Caribbean.

12.47 The above-mentioned work contributed to the adoption of urban regeneration policies by 8 cities, which did not meet the planned target of 15 cities reflected in the proposed programme budget for 2021. Several more cities seeking support could not be assisted. The reprioritization of local governments in their efforts to respond to the COVID-19 pandemic caused a delay in the roll-out of activities and the establishment of partnerships of the subprogramme. Also, the lack of specific extrabudgetary funding for the subprogramme made the implementation dependent on successful resource mobilization from national and local governments on a case-by-case basis.

### Proposed programme plan for 2022

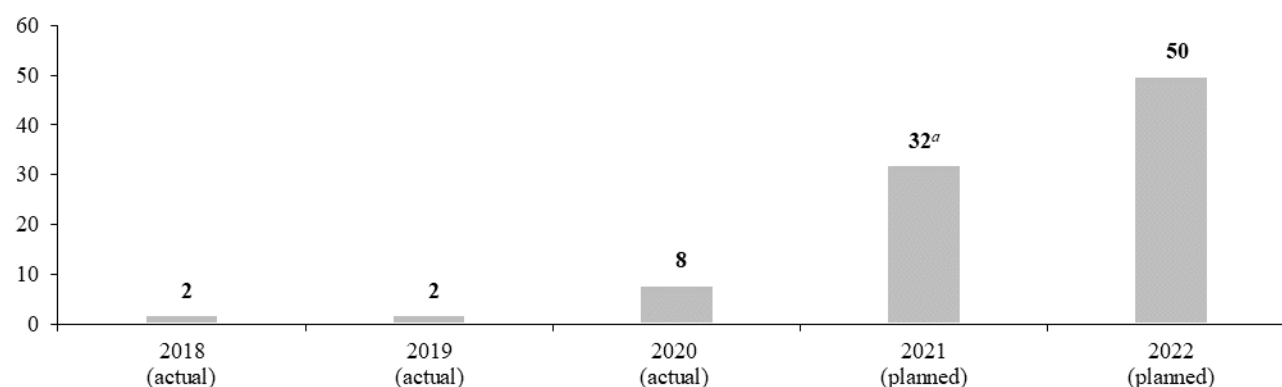
12.48 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will expand the number of governments and cities supported as part of this result, develop normative outputs related to urban regeneration and socioeconomic recovery and mobilize additional resources from a larger pool of stakeholders to develop concrete urban regeneration projects based on the normative knowledge and lessons developed from the expertise of UN-Habitat. It is expected that socioeconomic recovery after the COVID-19 pandemic could result in an increased uptake of urban regeneration activities to increase local resilience and

<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

improve overall local socioeconomic conditions. The expected progress is presented in the performance measure below (see figure 12.II).

Figure 12.II

**Performance measure: total number of cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme (cumulative)**



<sup>a</sup> 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: increased access to basic services, sustainable mobility and slum upgrading programmes to strengthen community resilience to pandemics such as COVID-19 in slums and informal settlements**

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

12.49 Increasing access to water, sanitation, mobility, waste management and energy services for the 700 million urban dwellers currently unserved will play a key role in making cities and human settlements inclusive, safe, resilient and sustainable, as envisioned in Sustainable Development Goal 11. The COVID-19 pandemic highlighted the essential role of basic services in strengthening community preparedness, response and recovery in slums and informal settlements, where the lack of such services makes simple public health interventions such as the regular washing of hands extremely difficult. By 2020, the subprogramme had supported Member States in increasing access for 2.7 million people in slums and informal settlements in 39 countries, strengthening community resilience to pandemics such as COVID-19.

#### *Lessons learned and planned change*

12.50 The lesson for the subprogramme was the need to focus more on the development, field testing and dissemination of slum upgrading and urban basic services-related tools and technical guidelines that may be used by various actors and players to implement slum upgrading and basic services programmes. There was also a need for continuous monitoring, learning and documentation of the subprogramme outcomes and impacts. In applying the lesson, the subprogramme will strengthen global advocacy, networking and preparation of tools and technical guidelines on slum upgrading and urban basic services. In 2022, the subprogramme plans to support slum upgrading and urban basic services projects to promote a healthy living environment. Assessments will be undertaken in selected cities to highlight inequities in access to water and sanitation, energy, mobility and solid waste management services. Importance will be given to extending adequate water, sanitation, clean energy, public transport and waste management services in slums and informal settlements. The

focus of the work will be on those left behind, including the needs of women, youth and other persons in vulnerable situations, such as the elderly and people with disabilities, highlighting for example, the principles of inclusive design to ensure access to basic services. Focus will also be on strengthening governance and building the capacity of local governments and service providers for effective delivery of urban basic services.

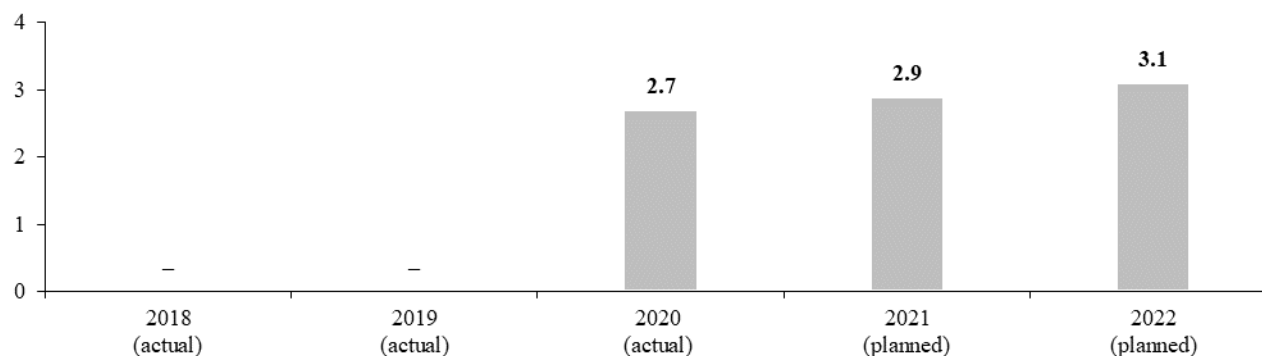
*Expected progress towards the attainment of the objective, and performance measure*

12.51 This work is expected to contribute to the objective, as demonstrated by 3.1 million people in slums and informal settlements in 45 countries having access to basic services, strengthening community resilience to pandemics such as COVID-19 (see figure 12.III).

Figure 12.III

**Performance measure: total number of people in slums and informal settlements in 45 countries with access to basic services (cumulative)**

(Millions)



## Legislative mandates

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

*General Assembly resolutions*

42/146	Realization of the right to adequate housing	74/141	The human rights to safe drinking water and sanitation
67/291	Sanitation for All		
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
		74/299	Improving global road safety

*Governing Council resolutions*

21/8	Africa fund/financing mechanism on slum prevention and upgrading	23/8	Third United Nations conference on housing and sustainable urban development
21/9	Women's land and property rights and access to finance	23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure	24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
23/4	Sustainable urban development through access to quality urban public spaces	24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift



## Deliverables

12.53 Table 12.3 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 12.3

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>32</b>	<b>22</b>	<b>50</b>	<b>36</b>
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	13	9	15	12
2. Project on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. Pilot projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	9	6	12	8
4. Projects on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	–	–	10	7
5. Projects for integrated urban and territorial planning and on developing and implementing effective planning laws	6	4	9	6
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements	3	2	3	2
<b>Seminars, workshops and training events</b> (number of days)	<b>51</b>	<b>37</b>	<b>79</b>	<b>49</b>
7. Workshops and training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	21	15	29	20
8. Workshops and training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, Global Network of Urban Planning and Design Labs and crime prevention and urban safety	13	9	20	12
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	5	4	7	5
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	4	3	2	1
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	8	6	14	8
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance in the Arab States region	–	–	7	3
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>
13. Publication on low emission options for sustainable mobility	1	1	–	–
14. Global report: <i>Transforming One Billion Lives – Improved Living Conditions and Sustainable Urbanization – The Challenge of Slums and Informal Settlements in 2020</i> (follow-up to publication from 2003)	1	1	–	–
15. Land tenure and land degradation	–	–	1	1
16. Global report on land governance	–	–	1	1
17. Publication on affordable and sustainable housing	–	–	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>Technical materials</b> (number of materials)	–	8	19	11
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty	–	2	–	–
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension	–	2	2	1
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space	–	2	2	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children	–	1	–	–
22. Guide for land management and spatial plans for poverty reduction and spatial equality	–	–	2	1
23. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	–	1	2	1
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	–	–	1	1
25. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	–	–	4	2
26. Series of guides and tools to improve land management and tenure security	–	–	2	1
27. Guidelines and handbooks on slum upgrading solutions	–	–	3	2
28. Neighbourhood planning guidelines on participation and inclusive regeneration	–	–	1	–

#### C. Substantive deliverables

**Consultation, advice and advocacy:** technical advice to all requesting Member States on reporting, monitoring and implementation of the New Urban Agenda and the Sustainable Development Goals, including advisory services on Goal reporting, data collection, analysis and monitoring of indicators, namely on Goal targets and indicators 11.1, 11.3.1, 11.3.2 and 11.7.1, leveraging the New Urban Agenda online platform and incorporating best practices; advisory services to 22 Member States on the right to adequate housing and tenure security for those in vulnerable situations, housing policies, urban law reform and compliance for regeneration and urban growth as well as effective regeneration and growth management through: inclusive territorial and urban planning and design, inclusive and participatory governance, public space design and management, design labs, planned city extensions, city infill and heritage preservation; technical advice on urban regeneration and heritage conservation, urban land administration and management to different stakeholders (United Nations agencies, national and local governments, non-governmental organizations, grassroots organizations); activities to strengthen partnerships and existing networks.

**Databases and substantive digital materials:** Upon request, data collection on land-related global commitments along the rural-urban nexus and online solutions to tackle issues on urban basic services, sustainable mobility, energy, water and sanitation, solid waste management, housing, urban air quality and climate change mitigation; integrated and open digital platforms on urban safety, heritage, regeneration, urban growth; awareness-raising materials and information databases on cultural heritage and identity for urban dwellers, the Global Urban Indicators database and UrbanLex – Urban Law database; the New Urban Agenda online platform.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** advocacy materials, brochures, leaflets and profiles featuring the work of the subprogramme; networks to disseminate information, including the Global Network of Public Space with some 100 members; in partnership with the municipality of Dubai, United Arab Emirates, sponsorship of Best Practices Award in Urban Regeneration and Public Spaces (case studies published/articles); social media advocacy provided on women's empowerment, youth empowerment and disability-friendly cities, especially with regard to urban regeneration and public space; communication materials on urban land governance and management; partnerships and cross-learning activities (the Global Land Tool Network) for achieving sustainable urbanization.

**External and media relations:** media kits, press releases, web stories and social media updates and, upon request, events with 500 participants, 20 non-governmental organizations and 50 cities on slum upgrading, urban renewal, public space and affordable and adequate housing, urban land governance and management, partnerships and cross-learning activities with partner organizations.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>Digital platforms and multimedia content:</b> maintenance of social media accounts to enhance information on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; multimedia content, including video documentaries, infographics, presentations and webinars; start-up version of a global database of urban plans.				

<sup>a</sup> The 2022 planned deliverables, to be funded from the Foundation's non-earmarked fund, have been adjusted downward, taking into account the resources approved by the Executive Board of \$10.0 million for 2021 and a budget ceiling figure of \$12.0 million in 2022, as shown in table 15.14 of the proposed programme budget for 2022 (A/76/6 (Sect. 15)).

## Subprogramme 2

### Enhanced shared prosperity of cities and regions

#### Objective

12.54 The objective, to which this subprogramme contributes, is to enhance the shared prosperity of cities and regions through improved spatial connectivity and productivity, increased and equitably distributed locally generated revenue and expanded deployment of frontier technologies and innovation.

#### Strategy

12.55 To contribute to the objective, the subprogramme will support Member States and other partners in enhancing the contribution made by urbanization to productivity and inclusive economic development through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and the development of tools on urban and rural territorial planning and design. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goal 1 and Goal 11.

12.56 The subprogramme will also provide technical assistance and capacity-building and advisory services to cities with regard to developing participatory budgeting approaches and optimizing local revenue systems through data collection and the development of municipal databases, sharing case studies on revenue optimization and participatory approaches and developing guidelines on local revenue generation. In addition, it will explore and realize additional opportunities to leverage private sources of capital to achieve sustainable urban development. Emphasis will be placed on using frontier technology to increase the efficiency of urban management and digitizing revenue systems and performance monitoring. This work will help Member States make progress towards achieving Sustainable Development Goal 8 on decent work and economic growth.

12.57 Furthermore, the subprogramme will strengthen the capacity of national and local governments to effectively procure, test and implement frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization, while supporting their digital transition. This work will support Member States in making progress towards achieving Sustainable Development Goal 9 on industry, innovation and infrastructure.

12.58 The subprogramme plans to support Member States on issues related to COVID-19 by providing a territorial framework for socioeconomic recovery from COVID-19, climate action and safeguarding the environment and biodiversity; ensuring that economic recovery measures support sustainable urban recovery that

helps drive poverty eradication, economic growth, climate action and progress towards the achievement of the Sustainable Development Goals; and placing a stronger focus on the recovery of locally generated revenue (including land-based financing) as a way to help alleviate the socioeconomic impact of COVID-19.

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

(a) Balanced territorial development and better-connected human settlements, while contributing to improved social inclusivity, poverty reduction and climate action;

(b) The enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships and land-based revenue and financing tools;

(c) Strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides.

12.60 The planned support on issues related to COVID-19 is expected to result in improved data on urban COVID-19 hotspots and local responses and improved living standards for the most vulnerable through the provision of clean water supplies, handwashing stations, education and communication materials and protective equipment.

## **Programme performance in 2020**

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

### **National urban policies as a driver for sustainable urban development**

12.62 As the world continues to urbanize rapidly, harness urbanization, mitigate its negative externalities and promote an urban paradigm shift, there is a need for a coordinated approach and clear policy direction. National urban policies have been identified as one of the key tools for Governments in promoting sustainable development that cuts across urban, peri-urban and rural areas and support the achievement of the New Urban Agenda and the Sustainable Development Goals. National urban policies were adopted by the Statistical Commission as an indicator for target 11.a of the Sustainable Development Goals in 2020.

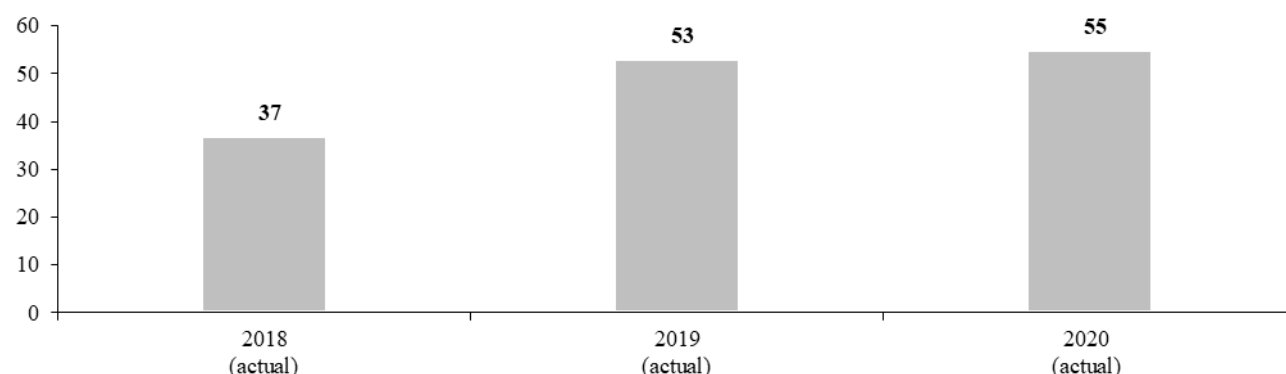
12.63 The subprogramme has also been developing normative tools to accompany urban policy development to better address issues including urban-rural linkages, climate change, sustainable mobility, migration, public spaces, green and smart cities and housing. These tools include the following technical materials: *Mainstreaming Urban-Rural Linkages in National Urban Policies*; *Monitoring and Evaluating National Urban Policy: A Guide*; *National Urban Policies: Driving Public Space Led Urban Development*; *Developing National Urban Policies: Ways Forward to Green Smart Cities*.

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

12.64 The above-mentioned work contributed to the objective, as demonstrated by the fact that 55 countries developed national urban policies (see figure 12.IV).

Figure 12.IV

**Performance measure: total number of countries developing national urban policies (cumulative)**



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

12.65 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled several planned in-person events, including seminars, training sessions, workshops and conferences, and in some cases held them remotely. These changes had an impact on programme performance in 2020, as specified in result 1 below.

12.66 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, including deploying its Data and Analytics Unit, previously focused on the implementation of the City Prosperity Initiative, to develop a methodology for rapid mapping of COVID-19 vulnerability, impact and responses in cities and implementing it in over 1,500 cities for the UN-Habitat COVID-19 response; and tailoring its national urban policy demonstration projects to COVID-19 response and recovery.

### **Planned results for 2022**

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

### **Result 1: innovation driving city transformation and sustainable development: the City Prosperity Initiative<sup>4</sup>**

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

12.68 The subprogramme has utilized the capacity of the City Prosperity Initiative to guide decision-making in 550 cities by establishing linkages between data, knowledge and policy actions. The subprogramme also worked with 60 United Nations and development partners to develop a global United Nations system-wide Urban Monitoring Framework to track changes concerning the urban Sustainable Development Goals and support voluntary local reporting, for adoption by the Statistical Commission and the Inter-Agency and Expert Group on Sustainable Development Goal Indicators. Furthermore, the subprogramme adapted the initiative to provide rapid spatial analysis of urban vulnerability and city responses to

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 15)).

COVID-19, having developed a methodology to integrate intra-urban inequality analysis in pandemic tracking.

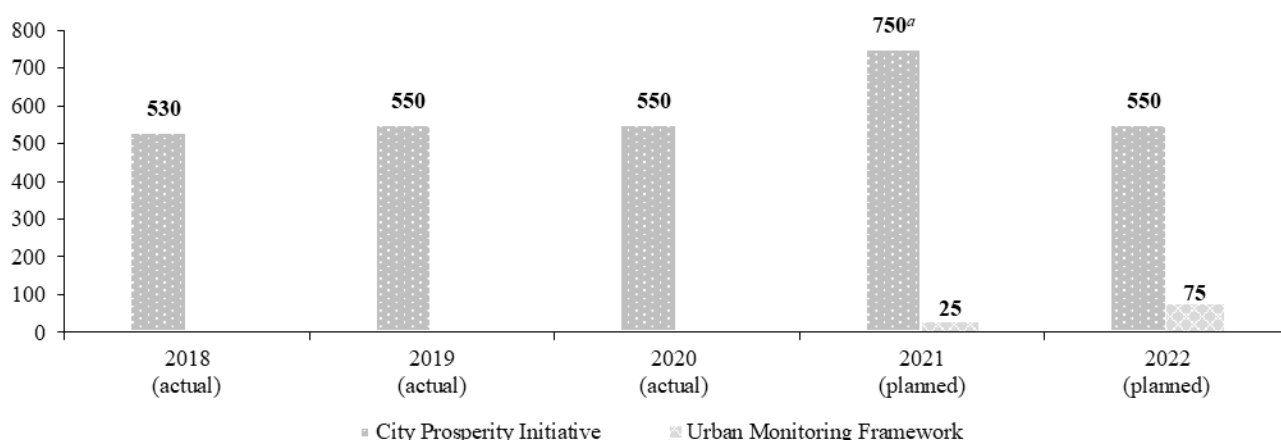
12.69 The above-mentioned work contributed to 550 cities using the City Prosperity Initiative, which did not meet the planned target of 700 cities reflected in the proposed programme budget for 2020, since team capacity was deployed to respond to the newly emerging COVID-19 crisis. However, the subprogramme tracked the development of voluntary local reviews and carried out spatial analyses of COVID-19 vulnerability and responses in over 1,500 cities.

### Proposed programme plan for 2022

12.70 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 implementation of the Urban Monitoring Framework in the context of the Sustainable Development Goal Cities initiative and to support voluntary local reviews. The expected progress is presented in the updated performance measure below (see figure 12.V).

Figure 12.V

**Performance measure: total number of cities using the City Prosperity Initiative and the Urban Monitoring Framework (cumulative)**



<sup>a</sup> 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 capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments<sup>5</sup>

### Programme performance in 2020

12.71 The subprogramme launched the Sustainable Development Goal Cities global flagship programmes during the World Urban Forum in 2020. The subprogramme also mobilized collaboration with international local government institutions, academic institutions, private entities and investors committed to the implementation of the Goals. Furthermore, the subprogramme developed approaches and digitalized tools that enable large-scale participation of cities in the flagship programmes; the digital toolkit will include data and strategic planning tools, local capacity diagnostic tools,

<sup>5</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

e-learning tools and a city investment portal. These will support cities in relation to connecting data, planning, Sustainable Development Goal project preparation and related financing.

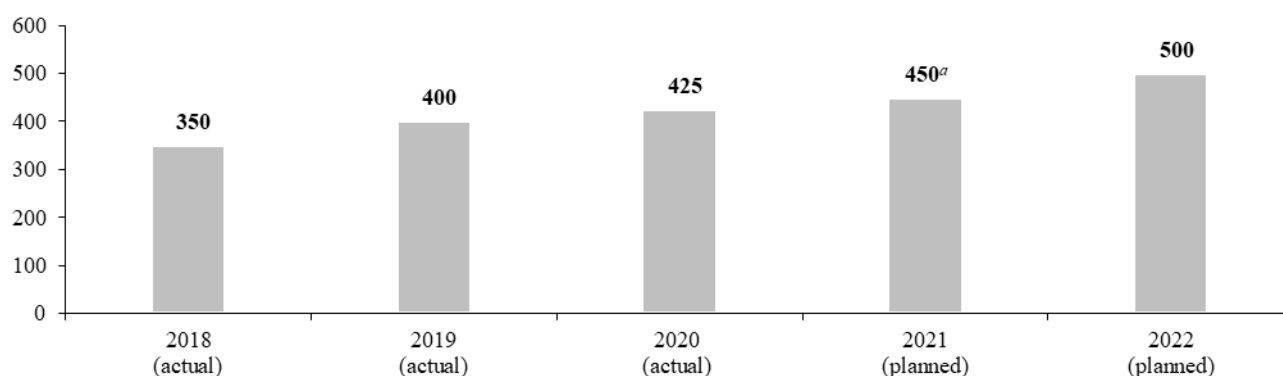
12.72 The above-mentioned work contributed to 425 cities using the Sustainable Development Goal Cities initiative urban indicator and monitoring platform, which met the planned target reflected in the programme budget for 2021.

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

12.73 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 develop digitalized data, develop capacity diagnostic and training tools and build a Cities Investment Portal and advisory service, as key components of a systematized backbone for large-scale implementation; advance partnerships with key global stakeholders; implement far-reaching communications and advocacy efforts; and onboard national groupings of cities. The expected progress is presented in the performance measure below (see figure 12.VI).

Figure 12.VI

**Performance measure: total number of cities using the Sustainable Development Goal Cities initiative urban indicator and monitoring platform (cumulative)**



<sup>a</sup> 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: a people-centred approach to urban innovation, digital technologies, smart cities and urbanization processes adopted by cities**

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

12.74 Cities are hubs for open technological and social innovation. Smart cities play an increasing role in urban development (see *World Cities Report 2020*), which was recognized in the ministerial declaration of the UN-Habitat Assembly entitled “Innovation for better quality of life in cities and communities: accelerated implementation of the New Urban Agenda towards the achievement of the Sustainable Development Goals”, adopted in 2019. In order to use smart technologies to accelerate the achievement of the urban-related Sustainable Development Goals and a better quality of life for all, cities need to shift from a supply-driven to a needs-based approach to smart technologies and innovation and strengthen access to digital technologies and inclusion in order to leave no one behind. The subprogramme has supported the development of people-centred smart cities strategies, starting in Kigali, and carried out research into the potential for challenge-driven innovation to make

cities healthy, thriving and climate-neutral. The subprogramme launched the Climate Smart Cities Challenge, an open call to city governments and agencies around the world to join an open competition aimed at stimulating and scaling up innovative means of reducing greenhouse gas emissions in cities while creating other social benefits. It also established the United Nations Innovative Technology Accelerator for Cities in Hamburg, with the support of the Government of Germany, to demonstrate the power of digital technologies to solve urban challenges. The subprogramme will continue advancing a people-centred approach to urban innovation and digital transformation for resilient, safe, inclusive and sustainable urbanization processes.

#### *Lessons learned and planned change*

12.75 The lesson for the subprogramme was that it needed to better support the strategic and proactive role of local and national governments in harnessing innovation, digital technologies and smart cities to advance sustainable urban development. In applying the lesson, the subprogramme will support cities in developing people-centred smart city strategies aligned with efforts to implement the New Urban Agenda and achieve the Sustainable Development Goals. This will include establishing appropriate multi-level governance frameworks and ensuring that technologies and innovation directly contribute to improved urban environments and raise the quality of life, including in marginalized communities. Additionally, the subprogramme will build on the Climate Smart Cities Challenge and support challenge-driven innovation to generate innovative solutions to new and pre-existing challenges faced in urban areas, including in the context of COVID-19 recovery and pandemic preparedness.

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

12.76 This work is expected to contribute to the objective, as demonstrated by the implementation of digital transformation, smart city strategies and innovations that address the digital divide by 20 local authorities (see table 12.4).

Table 12.4  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Rwanda implements a smart cities masterplan	Member States at the UN-Habitat Assembly note the potential of frontier technologies and innovation for sustainable urban development	10 cities benefit from a flagship programme on people-centred smart cities	10 local governments adopt people-centred digital transformation and smart city strategies that address the digital divide  10 countries implement urban innovation challenges	20 local authorities implement digital transformation and smart city strategies and benefit from innovations addressing the digital divide

#### **Legislative mandates**

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



*General Assembly resolutions*

71/327	The United Nations in global economic governance	75/176	The right to privacy in the digital age
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*Governing Council resolutions*

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning
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*UN-Habitat Assembly resolution*

1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
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**Deliverables**

12.78 Table 12.5 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 12.5

**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<sup>a</sup></i>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>37</b>	<b>28</b>	<b>50</b>	<b>29</b>
1. National, urban, regional and interregional projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development, city planning, extension and design	10	10	15	14
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	11	9	15	7
3. National, urban, regional and interregional projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	16	9	20	8
<b>Seminars, workshops and training events</b> (number of days)	<b>74</b>	<b>50</b>	<b>66</b>	<b>39</b>
4. Policy dialogues, seminars, workshops and training events on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	41	41	44	25
5. Training events and workshops on use of information and communications technology, innovation, frontier technologies, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	21	3	21	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	12	6	1	8
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
7. National cities report	1	1	2	2

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>Technical materials</b> (number of materials)	<b>21</b>	<b>22</b>	<b>30</b>	<b>11</b>
8. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	7	9	10	5
9. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	7	10	3
10. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	7	6	10	3

#### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services and technical assistance to 20 Member States on national urban policy, territorial development, urban-rural linkages, metropolitan development, preparation of local economic development plans and strategies and on improving local revenue generation; use of frontier technologies, innovations and development of solutions; urban law reform, compliance and community contracting, urban prosperity, including the use of the Urban Monitoring Framework, and monitoring of the Sustainable Development Goals.

**Databases and substantive digital materials:** national urban policy database, compendium of urban-rural linkages case studies and global municipal database.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** [www.urbanpolicyplatform.org](http://www.urbanpolicyplatform.org); content for social media coverage, brochures, leaflets and profiles on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring and reporting, basic services, mobility and public space; fourth International Conference on National Urban Policy, second International Forum on Urban-Rural Linkages; private-sector focused engagement frameworks reaching an audience of 2,000.

<sup>a</sup> The 2022 planned deliverables, to be funded from the Foundation's non-earmarked fund, have been adjusted downward, taking into account the resources approved by the Executive Board of \$10.0 million for 2021 and a budget ceiling figure of \$12.0 million in 2022, as shown in table 15.14 of the proposed programme budget for 2022 (A/76/6 (Sect. 15)).

## Subprogramme 3 Strengthened climate action and improved urban environment

### Objective

12.79 The objective, to which this subprogramme contributes, is strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improving air quality, improving resource efficiency and protecting ecological assets, and the effective adaptation of communities and infrastructure to climate change.

### Strategy

12.80 To contribute to the objective, the subprogramme will provide technical support for the development of low-emission city development that addresses emerging climate risks, adaptation investments, and basic service provision and the integration of low-emission development and air quality strategies into urban mobility, public space and urban development strategies. The subprogramme will provide assistance to selected Member States through knowledge transfer, capacity-building, policy advice and peer-to-peer engagement in regional initiatives on sustainable approaches to urban climate action. The subprogramme plans to broaden its engagement with Member States to scale up the urban dimension of nationally determined contributions and national adaptation plans, while strengthening the

evidence base. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 11 and 13.

12.81 The subprogramme will promote nature-based solutions to climate action for urban and peri-urban environmental protection, restoration and green public spaces. The subprogramme will also strengthen resource efficiency by promoting integrated solid waste management and by addressing marine plastic litter reduction. The subprogramme will also promote the development of energy- and resource-efficient standards for buildings and the integration of energy and resource efficiency principles into country-specific building and planning codes. This work helps Member States make progress towards achieving Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.

12.82 The subprogramme will also provide assistance with regard to the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments through its flagship programme entitled “RISE-UP: resilient settlements for the urban poor”, which focuses on mobilizing investments to address climate resilience issues affecting the poor and marginalized communities in cities. It will further support the implementation of global adaptation initiatives aimed at improving the enabling environment for adaptation investments in urban infrastructure and communities, such as the National Adaptation Plan Global Support Programme, the Nationally Determined Contributions Partnership, which contributes to the implementation of the Paris Agreement on climate change and in which countries specify their emissions reduction and adaptation targets for the period up to 2030, and the Least Developed Countries Expert Group. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.

12.83 The subprogramme plans to support Member States on issues related to COVID-19 by highlighting technologies, processes and investment opportunities, as part of its normative work, which will support sustainable COVID-19 recovery opportunities and an integrated approach to socioeconomic development, climate and health resilience. The subprogramme will also integrate such guidance in its technical advisory services.

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

- (a) Strengthened capacities of partner cities and Member States to plan for, invest in and monitor city-level climate action;
- (b) Multidimensional climate action and urban environment planning by partner cities that preserves, regenerates and restores urban biodiversity and reduces air and water pollution;
- (c) The mobilization of investments for adaptation to climate change at the national and subnational levels.

12.85 The planned support on issues related to COVID-19 is expected to result in:

- (a) Increased capacities of partner cities and Member States to develop sustainable COVID-19 recovery plans that can attract funding;
- (b) More climate- and pandemic-resilient cities, human settlements and communities.

## **Programme performance in 2020**

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

### **Integrated climate and COVID-19 response plans**

12.87 Cities and local governments are at the forefront of the COVID-19 response, while for many local governments, climate change remains the most pressing long-term challenge. In line with the policy brief by the Secretary General on COVID-19 in an urban world, cities have started to develop integrated climate change and COVID-19 response plans.

12.88 The subprogramme supported five cities in the Philippines in updating their climate change action plans to align climate change mitigation measures with sustainable recovery opportunities and climate resilience actions with a COVID-19 response that ensures that community members in vulnerable situations are supported. Furthermore, the subprogramme disseminated early results through an investment forum, to attract funding for the initiatives, and through a series of webinars attended by officials from nearly 100 local governments.

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

12.89 The above-mentioned work contributed to the objective, as demonstrated by the integration of the COVID-19 response into the plans and selected climate projects of five cities in the Philippines (see table 12.6).

Table 12.6  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Development of city-wide climate change action plans in five cities	Prioritized climate projects developed and prepared for finance	COVID-19 response integrated into the plans and selected climate projects of five cities in the Philippines

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

12.90 Owing to the impact of COVID-19 during 2020, the implementation of numerous large-scale climate change programmes started up to six months late, and the rate of implementation was slower as a result of lockdowns or other movement restrictions; examples include projects in the Comoros, the Lao People's Democratic Republic, Madagascar, Malawi and Mozambique. In countries with very severe international travel restrictions, project implementation all but halted; for example, project advisers have not been allowed to travel to Solomon Islands since March 2020 and some project components could not be implemented with local capacities only. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

12.91 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 supporting sustainable recovery and addressing socioeconomic vulnerabilities affected by climate change and COVID-19. This included contributing to socioeconomic response plans at the city and national levels by leveraging climate change analyses as well as organizing seminars and workshops with mayors and local government officials. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

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

### **Result 1: Strengthened adaptation to climate change and other shocks: Solomon Islands<sup>6</sup>**

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

12.93 The subprogramme has continued to support the Government of Solomon Islands, the Honiara City Council and communities in five informal settlement areas in the development and implementation of community climate change action plans. The subprogramme also supported the national and local governments in the analysis of the socioeconomic impact of COVID-19 on these five communities. Furthermore, the subprogramme supported the national Government in its spatial and institutional analysis of COVID-19 and the compounded impacts of climate change.

12.94 The work above did not contribute to any additional informal settlement implementing community-level resilience action, which did not meet the planned target of five settlements reflected in the proposed programme budget for 2020. The planned target for 2020 could not be fully met as infrastructure projects have not yet commenced owing to the complete closure of the border as a result of COVID-19.

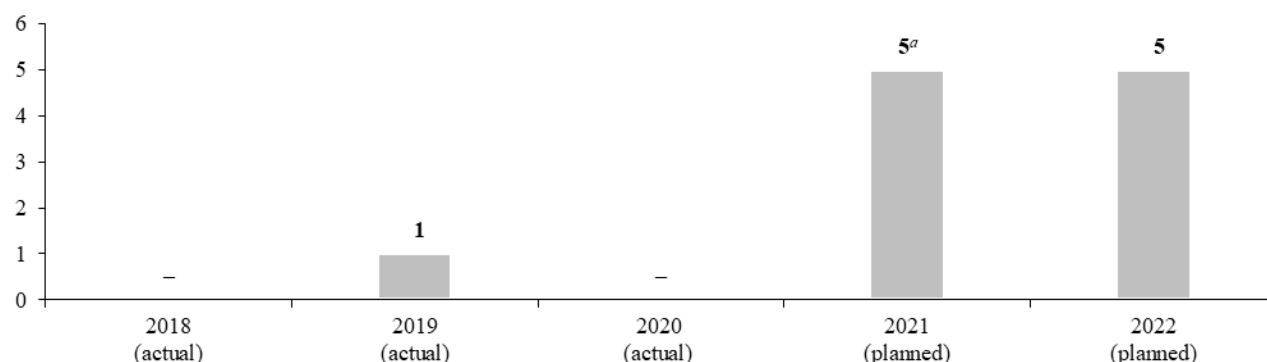
#### **Proposed programme plan for 2022**

12.95 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 accelerate implementation once the COVID-19 situation allows and, in the meantime, will work more closely with increased national expertise that will be built through virtual support. In 2022, the subprogramme will implement community resilience initiatives such as activities related to community infrastructure and sustainable and resilient livelihoods. The expected progress is presented in the performance measure below (see figure 12.VII).

<sup>6</sup> As reflected in the proposed programme budget for 2020 ([A/75/6 \(Sect. 15\)](#)).

Figure 12.VII

**Performance measure: number of informal settlements that have implemented community-level resilience action (annual)**



<sup>a</sup> 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: accelerated climate action in 16 cities and eight countries around the world<sup>7</sup>**

### **Programme performance in 2020**

12.96 The subprogramme has supported 16 cities in Bangladesh, Brazil, Colombia, Indonesia, India, the Lao People's Democratic Republic, Rwanda and South Africa in progressing through the steps of their city climate action planning, including through the development of 15 new or updated greenhouse gas inventories and 13 new or updated climate risk and vulnerability assessments. The subprogramme also supported capacity-building and training efforts, including peer-to-peer exchange between cities in Rwanda and South Africa and between cities in Indonesia and the Lao People's Democratic Republic. Furthermore, the subprogramme supported the vertical integration and enhanced the multilevel governance of these local efforts through the release of a guide entitled "Enhancing nationally determined contributions through urban climate action", as well as country-level advisory services for improved multilevel governance.

12.97 The above-mentioned work contributed to eight cities enacting legal frameworks for low-emission development strategies that are partially in draft form and have not yet been adopted by local governments, which did not meet the target of 10 cities enacting such frameworks reflected in the proposed programme budget for 2020. The frameworks are comprehensive in nature and cover sectoral low-emission development strategies in building and construction, energy systems, transport and land use. COVID-19 lockdowns disrupted the participatory process for drafting the climate strategies and action plans. A project extension agreed by the donor reflects this reality and allows for the draft legal frameworks to be completed before September 2021.

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

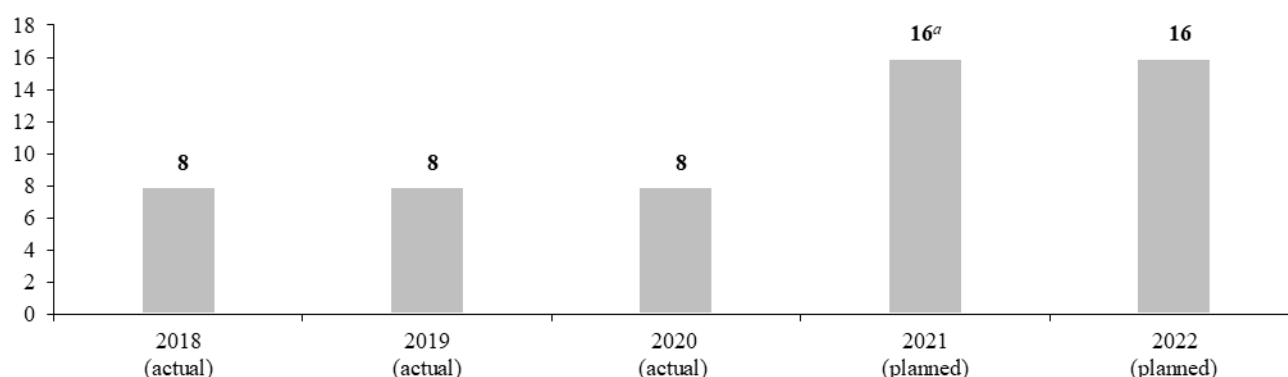
12.98 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support the Lao People's Democratic Republic in the implementation of policies and plans with an emphasis on sustainable and resilient

<sup>7</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 15)).

recovery. It also plans to identify a new set of cities in Mexico where policy support will be provided. Other opportunities to deliver city-level climate action support will be explored. The expected progress is presented in the performance measure below (see figure 12.VIII).

Figure 12.VIII

**Performance measure: total number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme (cumulative)**



<sup>a</sup> 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: participatory urban resilience action in Southern Africa**

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

12.99 In sub-Saharan Africa, the critical situation arising from multiple increasingly extreme weather-related hazards caused by climate change, combined with extraordinarily rapid urbanization, a lack of adequate infrastructure and the risks associated with health emergencies, including pandemics, requires an urgent response. The hazards and vulnerabilities faced by urban areas transcend national boundaries and are shared by cities in multiple countries. Capacity-building activities were carried out to promote cooperation and sustainable and resilient urbanization in Southern, East and West Africa. Participatory urban resilience planning using the city resilience action planning tool (CityRAP) methodology was implemented in 10 cities across seven countries (Comoros, Ethiopia, Malawi, Mozambique, South Africa, Zambia and Zimbabwe). With regard to normative work, a regional assessment on urban vulnerability and resilience was conducted in the 16 States members of the Southern African Development Community (SADC). The subprogramme has been supporting the affected urban settlements in the region through efforts at different levels of government to foster better community-led participatory climate-related resilience planning, coordination, response, preparedness and adaptation. The subprogramme facilitated the regional and subregional exchange of knowledge among national and local authorities and academic institutions from different SADC countries.

#### *Lessons learned and planned change*

12.100 The lesson for the subprogramme was that it needed to better support multi-country coordination to strengthen the links between the regional, national and city levels. In addition, smaller secondary cities in Southern Africa hold the key to building urban resilience in the region, given their rapid urban growth and limited resources. In applying the lesson, the subprogramme will take a dual approach,

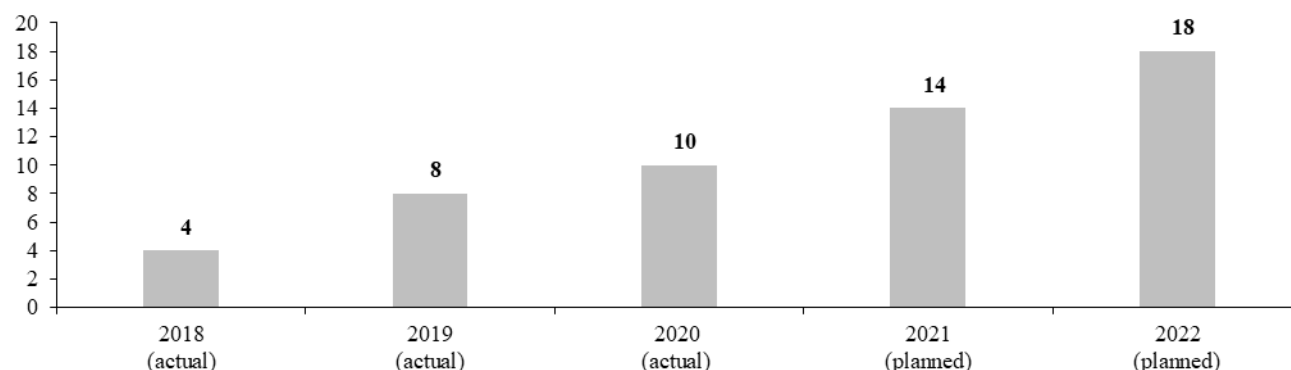
improving regional coordination for an effective trickle-down effect of policies and regulations and promoting a bottom-up approach in which participatory resilience and climate adaptation planning in secondary cities inform planning at the national and regional levels through cross-fertilization and the exchange of best practices, including with regard to the design and implementation of resilient infrastructure. In 2022, the subprogramme will expand its support to Member States in relation to the implementation of climate and pandemic resilience plans in two additional cities and will further support regional efforts across the 16 SADC countries to build capacity on local-level disaster risk reduction and climate change adaptation policies.

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

12.101 This work is expected to contribute to the objective, as demonstrated by 18 distinct resilience action frameworks developed in sub-Saharan Africa (see figure 12.IX).

Figure 12.IX

**Performance measure: total number of distinct resilience action frameworks developed in sub-Saharan Africa (cumulative)**



## Legislative mandates

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

### *General Assembly resolutions*

63/217	Natural disasters and vulnerability	74/219	Protection of global climate for present and future generations of humankind
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	75/216	Disaster risk reduction
69/225	Promotion of new and renewable sources of energy	75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

### *Governing Council resolutions*

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	22/3	Cities and climate change
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## Deliverables

12.103 Table 12.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated.

Table 12.7

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>28</b>	<b>24</b>	<b>32</b>	<b>15</b>
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon and low-emission basic services, more sustainable infrastructure and buildings	4	4	4	2
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-carbon and low-emission basic services and greener infrastructure and buildings	2	2	3	1
3. Demonstration projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	10	10	11	6
4. Improved policies, legal instruments, plans and strategies for effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e., remote sensing) and processing	5	5	6	3
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	4	2	4	1
6. National, regional and local policies, plans and strategies for improved urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	3	1	4	2
<b>Seminars, workshops and training events (number of days)</b>	<b>93</b>	<b>57</b>	<b>100</b>	<b>38</b>
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and those in vulnerable situations (e.g., in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon and low-emission basic services	30	16	35	10
8. Seminars, workshops and training events leading to strengthened capacities of UN-Habitat partners to plan for, manage and act on effective adaptation of communities and infrastructure to climate change	55	33	55	25
9. Seminars, workshops and training events leading to enhanced understanding of sustainable city models and their application, sustainable infrastructure and green-blue urban planning.	4	4	5	—
10. Training on environment and climate dimensions (air quality, water, sanitation, waste management) and Sustainable Development Goal monitoring in urban areas	4	4	5	3
<b>Publications (number of publications)</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>
11. Publication on climate change mitigation and air quality	1	1	1	1
12. Publication on effective adaptation of communities of slums and other marginalized communities in urban neighbourhoods, and infrastructure, to climate change	1	1	1	1
13. Publication on improved low-carbon and low-emission urban services and resource efficiency (e.g., focusing on technological innovation)	—	—	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>9</b>	<b>12</b>	<b>5</b>
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	2	2	2	1
15. Series of technical materials on climate change mitigation and air quality	2	2	3	1
16. Series or set of non-recurrent case studies on climate action, basic services or environment in human settlements	2	2	3	1
17. Series of non-recurrent compilations of national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, blue-green networks, ecological assets and ecosystem services	1	1	2	1
18. Series of technical materials on improved low-carbon and low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	2	2	2	1

#### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services to 16 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-carbon and low-emission urban services, improving resource efficiency and protecting ecological assets.

**Databases and substantive digital materials:** databases on urban climate- or environment-relevant subjects, and substantive digital materials (i.e., simulations) on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets, effective adaptation of communities and infrastructure to climate change.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** on reduced greenhouse gas emissions and improved air quality; improved resource efficiency and protection of ecological assets; effective adaptation of communities and infrastructure to climate change with the aim of reaching an audience of 6 million.

**External and media relations:** articles on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.

**Digital platforms and multimedia content:** websites and social media and multimedia content on reduced greenhouse gas emissions and improved air quality, improved resource efficiency and protection of ecological assets and effective adaptation of communities and infrastructure to climate change.

<sup>a</sup> The 2022 planned deliverables, to be funded from the Foundation's non-earmarked fund, have been adjusted downward, taking into account the resources approved by the Executive Board of \$10.0 million for 2021 and a budget ceiling figure of \$12.0 million in 2022, as shown in table 15.14 of the proposed programme budget for 2022 (A/76/6 (Sect. 15)).

## Subprogramme 4 Effective urban crisis prevention and response

### Objective

12.104 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response. This is done through promoting social integration and inclusive communities as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees, and enhancing resilience of the built environment and infrastructure.

### Strategy

12.105 To contribute to the objective, the subprogramme will support Member States in implementing strategies and actions to increase social integration and safety in public spaces through in-country comprehensive, participatory and inclusive

operational programmes responding to crises affecting all members of the community, including those in vulnerable situations; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. The subprogramme also plans to support implementation by Member States of inclusive, evidence-based, sustainable recovery approaches, such as the Programme's "People's Process", a community-based planning and management process that fosters social integration, inclusiveness and transition to sustainable development, in line with the principle of "leaving no one behind" and the aim of building back better. The focus will be on elements that have a catalytic impact when integrated into broader efforts of the United Nations community in relation to promoting stability and sustaining peace, strengthening social cohesion and building resilient cities and communities, which will help Member States to make progress towards achieving target 11.b of the Sustainable Development Goals. The subprogramme will continue to focus on supporting local actors as key players in increasing social cohesion between communities and reducing discrimination and xenophobia with full respect for human rights in urban crisis situations. In addition, the subprogramme will complement efforts made under subprogramme 2 to increase local revenue by improving tenure security and ensuring that increased local revenue is managed locally and in a way that strengthens social integration and inclusive communities. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 16.

12.106 The subprogramme also plans to prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees. The subprogramme will provide urban crisis-response expertise and support integrated urban development strategies that address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. It will also provide expertise regarding the planning of camps as future urban extensions, in prioritized crises, and incorporate adequate urban planning standards and tenure arrangements that are suitable for the eventual transformation of camps into neighbourhoods. It will increase the focus of UN-Habitat on overcoming land-related challenges that are drivers of conflict, including by providing support in relation to housing, land and property rights in humanitarian and development contexts and advancing fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. This will be done through further mobilizing United Nations efforts as set out by the Secretary-General's guidance note on land and conflict. The subprogramme will also tailor the Programme's normative guidance and operational support in urban displacement contexts, within the framework of the flagship programme "Inclusive cities: enhancing the positive impacts of urban migration", in coordination and close cooperation with United Nations agencies and other key actors, and advance synergies between the humanitarian, development and peace pillars. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 5, 8, 10 and 11.

12.107 The subprogramme will continue to develop evidence-based local disaster risk reduction and resilience strategies in line with the Sendai Framework for Disaster Risk Reduction and implement disaster risk reduction and resilience strategies. The subprogramme will further develop and improve urban profiling and urban-specific recovery frameworks, tools and approaches, supporting local implementation and mobilizing networks of urban stakeholders and complementing work led by the World Bank, the European Union and UNDP at the national level. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11, 13 and 16.

12.108 The subprogramme plans to support Member States on issues related to COVID-19 by working with cities and informal settlements within cities, through both normative and operational activities, to increase their resilience to a broad range

of threats, including health emergencies, and by working towards the inclusion of urban recovery in national COVID-19 recovery strategies.

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

(a) An increased proportion of the population in crisis-affected communities engaging in local decision-making with regard to reconstruction projects and improved social inclusion, strengthened land tenure and improved access to adequate housing and basic services in fragile situations;

(b) An increased number of cities where refugees, migrants, internally displaced persons, returnees and host communities have access to secure tenure, sustainable basic services and social services, adequate housing, safety and security;

(c) The reduction of multidimensional risks and increased protection for those in vulnerable situations in cities.

12.110 The planned support on issues related to COVID-19 is expected to result in strengthened systems for analysis and decision-making concerning resilient infrastructure at the city level, particularly in crisis settings.

## **Programme performance in 2020**

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

### **Strengthened urban response to COVID-19**

12.112 COVID-19 has presented a global existential threat, which has proven to be most complex in densely populated urban areas. Density in and of itself is not the problem or the cause of this threat; rather, the threat results from a wide range of historic and current socioeconomic deprivations and a basic lack of appropriate access to urban services. The subprogramme's response was aligned with and contributed to the three pillars of the health response of the United Nations system. In coordination with WHO, and based on experience gained from the Ebola crisis in West Africa, the subprogramme shared its expertise on data analysis, urban analysis and health guidance in urban settings. For the global humanitarian response, the subprogramme actively participated in the Inter-Agency Standing Committee mechanisms, making a particular effort to raise the visibility of urban COVID-19 threats and response priorities. The subprogramme also participated in the coordinated inter-agency Global Humanitarian Response Plan for COVID-19 and provided country-level contributions in relation to shaping the global narrative on the impact of the pandemic in urban areas. The subprogramme also contributed actively to the United Nations framework for the immediate socioeconomic response to COVID-19 by co-leading on pillar 5 (social cohesion and community resilience). In addition, UN-Habitat took a lead role in contributing to the Secretary-General's policy brief on COVID-19 in an urban world, in collaboration with UNDP, the Department of Economic and Social Affairs, UNEP, UNICEF, UNODC, ILO, WHO, the Office of the United Nations High Commissioner for Human Rights and the regional commissions.

12.113 The subprogramme also developed a policy and programming framework to define the thematic scope of the COVID-19 response. This framework was used by Headquarters and regional offices to ensure the strategic alignment and complementarity of urban response programmes and projects. From rapid response to longer-term recovery, the subprogramme has supported the overall response in 37 countries and more than 250 cities, benefiting 6.8 million people. The subprogramme's important work in slums and informal settlements was a vital

component of the response to COVID-19. Furthermore, the subprogramme prepared a response plan to support 64 countries through over 100 projects and raised or reprogrammed \$25 million, mainly for informal settlements. For example, in “Somaliland”, the subprogramme facilitated access to water for vulnerable communities to prevent the spread of COVID-19, supplying clean water to internally displaced persons in two settlements on the outskirts of Hargeysa. In relation to the national urban policy programme of Myanmar, the subprogramme developed an emergency response project to combat COVID-19 in an informal settlements project in Yangon. In the Philippines, the subprogramme opened two satellite markets and several mobile stores around Marawi City to improve access to food, engage communities in small business and inform communities about recovery strategies.

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

12.114 This above-mentioned work contributed to the objective, as demonstrated by the development and adaptation of projects and programmes to address COVID-19 in urban environments and informal settlements in 262 beneficiary cities in 37 countries. It reached 6.8 million individual beneficiaries through 71 projects involving more than 250 partners (see table 12.8).

Table 12.8  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	71 projects with a focus on mitigating the impact of COVID-19 in 262 beneficiary cities in 37 countries, reaching 6.8 million individual beneficiaries

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

12.115 Owing to the impact of COVID-19 during 2020, the subprogramme changed its approach to capacity-building and training activities for local communities, as well as to its engagement with national and local authorities, by moving from face-to-face to virtual or hybrid meetings. Global travel restrictions effectively stopped all planned capacity development missions, field trips and fact-finding, as well as the deployment of staff to duty stations.

12.116 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 contributing its urban expertise in the context of the development of the Global Humanitarian Response Plan, the United Nations framework for the immediate socioeconomic response to COVID-19 and the Secretary General’s policy brief on COVID-19 in an urban world. Further, UN-Habitat developed its COVID-19 policy and programme framework, identifying global, regional and country-level action plans, focusing on support for local governments, urban profiling and data mapping, improvements to water and sanitation in informal settlements, and awareness-raising with regard to the COVID-19 threat. The Programme’s internal emergency funds of \$1.3 million supported projects benefiting 5 million people in 145 cities in 13 countries, including Brazil, Ghana, Iraq, Kenya, Lebanon, Mexico, Mozambique, Myanmar, the Philippines and the Syrian Arab Republic. In Mosul, Iraq, in collaboration with WHO, UN-Habitat developed guidelines for managing COVID-19 risks at construction sites in order to facilitate return-to-work policies for

reconstruction projects. The guidelines were disseminated to contractors and partners, and the resumption of the Programme's activities in Mosul resulted in the provision of shelter and livelihood opportunities for disadvantaged communities. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq<sup>8</sup>**

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

12.118 The subprogramme addressed the urban crisis in Iraq by scaling up its housing rehabilitation efforts in three liberated governorates and, in particular, in the city of Mosul. Shelter interventions contributed to the sustainable return of some 2,500 Mosul residents who had been displaced and affected by the conflict with Islamic State in Iraq and the Levant. The subprogramme also embarked on the participatory redesign and rehabilitation of Yarmuk Park, the largest public open space in western Mosul, as an integral component of its ongoing area-based urban recovery programming. Furthermore, the subprogramme has been promoting a "build back better" approach that embraces the adoption of greener technologies, including renewable energy, passive design, recycling of debris and the use of materials sourced and produced in Iraq.

12.119 The above-mentioned work contributed to the rehabilitation of 356 war-damaged houses in the target neighbourhoods of Shifa', Sikak, Matahin and Maghrib, in parallel to the upgrading of water, sanitation and hygiene infrastructure in Shifa', and the creation of sport facilities and greening in Yarmuk Park, which met the planned target reflected in the proposed programme budget for 2020. The newly built multipurpose sports grounds provide a powerful tool for strengthening social ties and networks, overcoming mistrust and reaching across political divides and ethnic and religious differences, particularly among disenfranchised young people that have grown up in an environment of intolerance and conflict.

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

12.120 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 lead the drafting of a participatory recovery plan for the Old City of Mosul, in partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO). The expected progress is presented in the performance measure below (see table 12.9).

<sup>8</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 15)).

Table 12.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of nationally owned coordination mechanism and lack of large humanitarian response for the reconstruction of Mosul in order to guide recovery and rehabilitation work of beneficiary returnees for the 600 rehabilitated houses	Establishment of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work; rehabilitation of damaged houses and construction of new homes undertaken simultaneously	Return of 356 families to rehabilitated war-damaged houses in the neighbourhoods of Shifa', Sikak, Matahin and Maghrib, following rehabilitation  Sport facilities and green spaces for local neighbourhoods at Yarmuk Park	Improved access to adequate housing and basic services by returnees and vulnerable community members; long-term development and peacebuilding challenges are addressed through measures such as protection of housing, land and property rights and facilitation of mediation to resolve disputes among community members	Progress on the rehabilitation of the Old City of Mosul following the launch of a participatory recovery plan in partnership with UNESCO

<sup>a</sup> 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: inclusive cities: enhancing the positive impacts of urban migration<sup>9</sup>

### Programme performance in 2020

12.121 Migrants and displaced persons (including internally displaced persons) are increasingly residing in and moving towards urban areas. The rapid influx of additional inhabitants to cities due to human-made or natural hazards puts stress on urban systems and affects service provision as well as the availability of adequate housing, infrastructure and livelihood opportunities. The subprogramme has worked in multiple regions to support Member States facing major migration or displacement-related challenges. In 2020, this included the development of urban spatial profiles in Latin America, the Arab States/Middle East and North Africa region, Africa and Asia; workshops to build local capacity in using participatory planning to increase social cohesion; the drafting of recommendations and guidance documents; and the provision of technical advisory services to advance area-based, cross-sectoral, multi-stakeholder, multilevel governance approaches to migrant inclusion in cities. The subprogramme contributed to strengthening the synergies between the humanitarian, development, and peace pillars, as the subprogramme's objective is to improve the lives of urban refugees, migrants and internally displaced persons, while also supporting host communities, through the promotion of area-based, whole-of-government and whole-of-society approaches. Furthermore, the subprogramme's work in urban crisis contexts ranged from spatial and participatory data collection (urban profiling) for evidence-based decision-making to policy recommendations, capacity-building and pilot project implementation. Building upon experiences from

<sup>9</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

countries such as Iraq, Lebanon and Somalia, teams in different countries developed master plans and regeneration projects, including planned city extensions and the upgrading of underserved neighbourhoods inhabited by the urban poor and other persons in vulnerable situations.

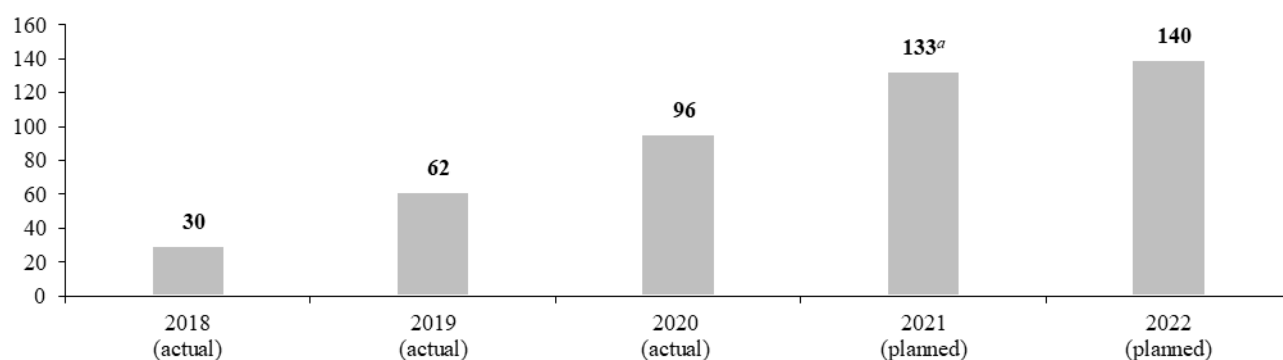
12.122 The above-mentioned work contributed to supporting 96 cities in applying participatory planning methodologies through participatory data collection and consultations with all relevant stakeholders and to fostering increased social cohesion between migrant, displaced and host communities, which met the planned target reflected in the proposed programme budget for 2021. Interventions aimed at improving the standard of living of all people in cities and communities, for example, through increased access to basic, social and urban services, land tenure security and housing, were based on participatory processes and verifiable urban data.

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

12.123 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 work to support governments at all levels in advancing human rights in the inclusion of migrants and displaced people in cities. Work will be undertaken to focus its activities on developing integrated and inclusive projects (including research, spatial data collection and analysis, review and recommendations for policy environments, training, guidance and advisory services and advocacy at the global level) that support the improvement of the living conditions of people in vulnerable situations. The expected progress is presented in the performance measure below (see figure 12.X).

Figure 12.X

**Performance measure: total number of cities applying participatory planning methodologies (cumulative)**



<sup>a</sup> 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: a new approach to strengthen city resilience**

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

12.124 With more than 50 per cent of the world's population living in urban areas, and a projected increase to 70 per cent by 2050, challenges in cities are increasing daily. These include internal stresses, such as the limited capacity of service providers to provide basic services such as water to the inhabitants of a city, as well as external shocks such as natural disasters that could potentially disrupt the functioning of a city. The subprogramme's City Resilience Global Programme works through a multi-hazard, multi-stakeholder and multisectoral approach to building resilient cities,



taking into consideration the complexities of urban systems. A recent example of the success of this approach has been the response of cities to the COVID-19 pandemic, for which the subprogramme provided mayors with support in relation to evidence-based decision-making on the basis of city-based data collection, analysis and diagnosis and the development by municipality personnel of technically actionable recommendations, using City Resilience Global Programme approaches, tools and indicators. The City Resilience Global Programme methodology has been calibrated in a broad range of completely different city settings in order to make sure that it is adaptable to different contextual and cultural realities, where resources and capacities may vary greatly.

#### *Lessons learned and planned change*

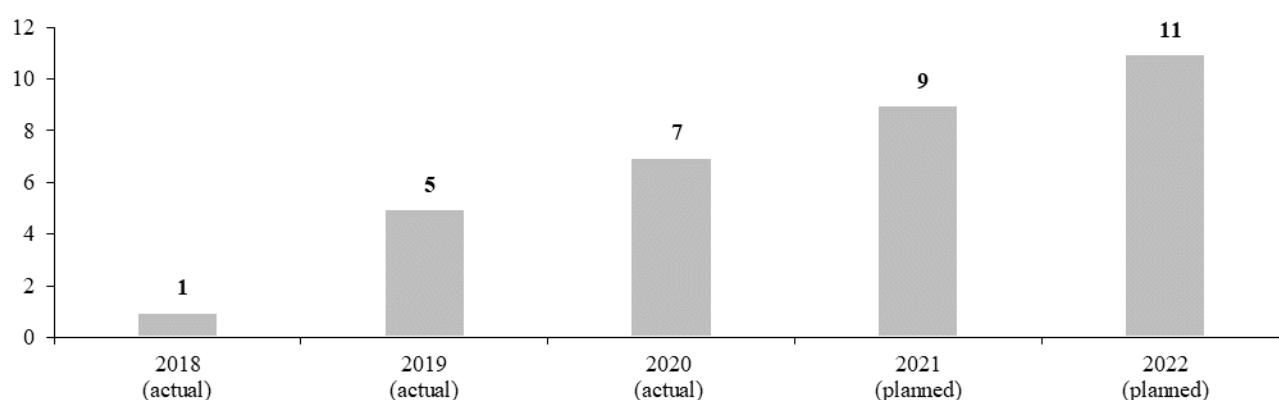
12.125 The lesson for the subprogramme was that regardless of the context and diversity of challenges in any given city, the main urban systems, elements and basic infrastructure needed are similar. Therefore, the need for a flexible conceptual framework such as the City Resilience Global Programme that maps out challenges, shocks and stresses and includes relevant actors across the urban landscape is of critical importance. In applying the lesson, the subprogramme will support cities in automating urban systems data while contextualizing that data to take into account different stakeholders and specific challenges or shocks. The subprogramme will also respond to increasing requests from cities to build their resilience to potential shocks.

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

12.126 This work is expected to contribute to the objective, as demonstrated by the growing number of cities adopting and investing in the City Resilience Global Programme methodology. This will increase by two cities in the programme period, and the subprogramme will develop tools in parallel that will provide increased upscaling capacity and support the production of policies and guidelines for national and local authorities (see figure 12.XI).

Figure 12.XI

**Performance measure: total number of cities implementing the City Resilience Global Programme (cumulative)**



#### **Legislative mandates**

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

*General Assembly resolutions*

64/292	The human right to water and sanitation	73/150	Assistance to refugees, returnees and displaced persons in Africa
67/291	Sanitation for All		
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal	73/230	Effective global response to address the impacts of the El Niño phenomenon
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
73/139; 74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	74/160	Protection of and assistance to internally displaced persons

*Governing Council resolutions*

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction	26/2	Enhancing the role of UN-Habitat in urban crisis response
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development		

**Deliverables**

12.128 Table 12.10 lists all deliverables, by category and subcategory, for the period 2020–2022 that are expected to contribute to the attainment of the objective stated above.

Table 12.10

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned <sup>a</sup>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>28</b>	<b>23</b>	<b>31</b>	<b>19</b>
1. Projects on enhanced social integration and cohesive communities	10	8	10	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced persons	10	8	11	5
3. Projects on enhanced resilience of the built environment and infrastructure	8	7	10	6
<b>Seminars, workshops and training events</b> (number of days)	<b>42</b>	<b>27</b>	<b>45</b>	<b>31</b>
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	16	10	18	12
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	13	9	13	8
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	13	8	14	11
<b>Publications</b> (number of publications)	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced persons	1	1	1	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	–	1	1
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>6</b>	<b>9</b>	<b>6</b>
9. Technical materials on enhanced social integration and cohesive communities	3	2	3	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced persons	3	2	3	2

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned<sup>a</sup></i>
11. Technical materials on enhanced resilience of the built environment and infrastructure	3	2	3	2

### C. Substantive deliverables

**Consultation, advice, and advocacy:** advisory services to 15 Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including crises related to migration and displacement.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** brochures, campaigns and events on inclusion in cities, social cohesion, resilience-building, access to adequate housing, land tenure security, basic urban services and economic opportunities for all in urban crisis contexts.

**Digital platforms and multimedia content:** providing content for and maintaining social media accounts (Twitter, Facebook, Instagram, Trello, LinkedIn, YouTube or similar), blogs and websites will advance the subprogramme's messaging and communication with regard to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts; messages and multimedia content will be shared through six partners, including Cities Alliance, the Centre for Mediterranean Integration, the global networks for the implementation of the global compact for refugees and the Global Compact for Safe, Orderly and Regular Migration, and the Global Knowledge Partnership on Migration and Development.

<sup>a</sup> The 2022 planned deliverables, to be funded from the Foundation's non-earmarked fund, have been adjusted downward, taking into account the resources approved by the Executive Board of \$10.0 million for 2021 and a budget ceiling figure of \$12.0 million in 2022, as shown in table 15.14 of the proposed programme budget for 2022 ([A/76/6 \(Sect. 15\)](#)).

## **Programme 13**

### **International drug control, crime and terrorism prevention and criminal justice**

#### **Overall orientation**

#### **Mandates and background**

13.1 The United Nations Office on Drugs and Crime (UNODC) is responsible for supporting Member States in making the world safer from drugs, crime and terrorism, with a view to promoting security and justice for all. The mandate derives from the priorities established in relevant United Nations conventions and General Assembly resolutions, including Assembly resolutions [45/179](#), [46/152](#) and [46/185](#) C. The thematic focus areas of the Office range from combating transnational organized crime to strengthening drug use prevention and treatment and care for drug use disorders; from promoting alternative development to preventing and combating corruption; and from crime prevention and criminal justice reform to terrorism prevention. The work of the Office is grounded in a series of international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the 19 international conventions and protocols against terrorism and the United Nations standards and norms in crime prevention and criminal justice. In 2021, transnational organized crime, including illicit drug trafficking, and terrorism continued to pose major threats to security, development and good governance around the world. Corruption, cybercrime, the use of new technologies, including artificial intelligence, for criminal purposes, as well as crime affecting the environment, particularly unregulated and illegal plundering of non-renewable resources and trafficking in endangered species of flora and fauna, are linked to State fragility and undermine the rule of law. The illicit cultivation, manufacture and consumption of and trafficking in drugs and psychotropic substances and the diversion of their precursors remain a risk to the health, dignity and hopes of millions of people. They lead to the loss of human life and the depletion of social cohesion and capital. UNODC support aimed at addressing these challenges, facilitating multilateral cooperation and developing the capacity of Governments to formulate and implement coherent policies for sustainable development, while mainly funded through extrabudgetary resources, will also continue to be provided through the implementation of the regular programme of technical cooperation and Development Account projects.

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

13.2 As a United Nations entity whose mandates span the three pillars of the United Nations, namely peace and security, development and human rights, the Office assists Member States in their fight against crime in all its dimensions, including transnational organized crime, in countering the world drug problem, in combating corruption and in preventing international terrorism.

13.3 UNODC does so through three broad, interconnected and mutually supportive work streams:

(a) Normative work, including policy advocacy and legislative assistance to promote the ratification and implementation of the relevant international treaties and the provision of secretariat and substantive services to the treaty-based, governing

and other Member State-driven bodies that help to identify areas of focus, challenges, responses and commitments in relevant mandate areas relating to drugs, crime and counter-terrorism;

(b) Research and policy support work to expand the evidence base, as well as its interface with the policymaking processes at the national, regional and global levels, through increased knowledge and understanding of drug and crime issues;

(c) Technical cooperation to enhance the capacity of Member States and other stakeholders to counteract illicit drugs, crime and terrorism at the national, regional and global levels through the Office's extensive field network and headquarters.

13.4 The 2030 Agenda for Sustainable Development, the Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem, adopted in 2019, and the outcome document of the special session of the General Assembly on the world drug problem, held in 2016, have highlighted the importance of the Office's mandate areas. In addition, the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs have provided a platform for sharing expertise and experiences in the areas of crime prevention and criminal justice and of drug control. The mandates emanating therefrom have provided an impetus for the Office to integrate its programmes into broader initiatives across the United Nations system that will, in turn, foster greater national ownership and sustainability.

13.5 The Office will leverage its role as an impartial knowledge broker to identify innovative and effective ways to prevent crime from impeding sustainable well-being. Research and analysis will play a fundamental role in better identifying, understanding and shaping responses to drug and crime challenges. The Office will do so by contributing to common country analyses which will help to shape the United Nations Sustainable Development Cooperation Frameworks at the national level that will be delivered under the leadership of empowered resident coordinators. The analysis generated in-house will also provide the evidence base for development of UNODC programmes rooted in mandates provided by its governing bodies, as well as the Mechanisms for the Review of Implementation of the United Nations Convention against Corruption and the United Nations Convention against Transnational Organized Crime.

13.6 The focus of the Office will be sharpened to specifically address the nodal links between drug use, drug trafficking, transnational organized crime, illicit financial flows, corruption and terrorism, within the broader framework of the increased well-being of people. The delivery of field support and strengthening of UNODC capacity in key thematic areas will contribute to addressing the interlinkages between UNODC mandates and the 2030 Agenda. In addition, improved cross-cutting fundamental roles will help to ensure the inclusion of solid theories of change and effective results-based management in planning, monitoring and reporting.

13.7 For 2022, the Office's planned deliverables and activities reflect the known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. Such planned deliverables and activities include producing knowledge, operational guidance and tools to support Member States in mitigating drug, crime and corruption challenges which have a potential to slow down COVID-19 recovery; organizing meetings on the impact of COVID-19 on matters related to drugs and crime in the framework of UNODC intergovernmental bodies; and strengthening the ability of criminal justice systems to prepare for, respond to and recover from crisis. Where relevant, the Office will also support implementation of the COVID-19 socioeconomic response plans, the Global Humanitarian Response

Plan for COVID-19 and the COVID-19 Strategic Preparedness and Response Plan in close coordination with the World Health Organization (WHO), the Office for Coordination of Humanitarian Affairs, the Development Coordination Office, the United Nations Development Programme (UNDP) and respective United Nations country teams. Specific examples of such planned deliverables and activities are provided under subprogrammes 5, 6, 8 and 9. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogramme 6 and component 2 of subprogramme 9.

13.8 With regard to cooperation with other entities at the global, regional, national and local levels, UNODC is working with Member States and United Nations sister agencies and other relevant stakeholders to help Member States to better understand the nature of the challenges they face and to design coherent programmes and policies to make progress towards the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals. The Office will continue to actively support Member States on issues related to Goal 16. In addition, UNODC has been implementing programmes with an array of international organizations, including the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the Commonwealth of Independent States, the Economic Community of West African States (ECOWAS), the Economic Cooperation Organization, the Council of Europe, the League of Arab States, the Organization of American States, the Organization for Security and Cooperation in Europe, the Shanghai Cooperation Organization and the Southern African Development Community, to enhance common approaches.

13.9 With regard to inter-agency coordination and liaison, UNODC has established various joint projects and coordination groups that involve other entities of the United Nations system and independent international organizations. They include gender equality and women's empowerment (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); drug prevention, treatment and rehabilitation (WHO); law enforcement (International Criminal Police Organization (INTERPOL)); border management (World Customs Organization); corruption (UNDP); trafficking in persons and smuggling of migrants (International Organization for Migration, Office of the United Nations High Commissioner for Refugees and Inter-Agency Coordination Group against Trafficking in Persons); terrorism prevention (Office of Counter-Terrorism of the Secretariat and entities cooperating in connection with the United Nations Global Counter-Terrorism Coordination Compact); access to justice for children (United Nations Children's Fund); urban safety governance (United Nations Human Settlements Programme); and ensuring coherence in the collection of statistics pertaining to its mandates (Statistics Division of the Department of Economic and Social Affairs of the Secretariat). The Office remains an active co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and is the substantive leader in the area of HIV prevention, treatment and care among people who use drugs and in prison settings. In addition to working together, the Office and its partners are demonstrating to external audiences, through advocacy, publications and digital communications, the support provided by the United Nations system to advance the achievement by Member States of the Sustainable Development Goals.

13.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Extrabudgetary resources, including more funding for fundamental roles through core resources as part of the funding compact, continue to be available, allowing the Office to support Member States in combating transnational organized

criminal networks, which are constantly evolving in nature and scope, and their links to corruption and the weakening of State structures;

(b) Member States recognize, in their policies, programmes and budgets, that challenges related to security, justice and the rule of law must be addressed as part of an integrated, nationally owned effort to implement the 2030 Agenda;

(c) International financial institutions, the United Nations system and other multilateral organizations highlight the importance of strengthening fiscal governance and preventing the leakage of public funds in order to sustainably address issues under the UNODC mandate and implement the 2030 Agenda in a holistic manner;

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

13.11 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.

13.12 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, the Office developed and launched an action plan, covering 2021 and 2022, with a view to incorporating disability inclusion into its policies, planning, programmes and operations. The action plan mirrors the Strategy and includes 15 indicators in four core areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture.

13.13 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in pursuance of the coherent and coordinated implementation of global commitments on gender equality and the empowerment of women. It will do so through the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2022–2025), which will continue to provide a framework for coherence and guides the Office's support to Member States for the achievement of the 2030 Agenda and, specifically, Goal 5, on achieving gender equality and empowering all women and girls. A corporate-level evaluation of the implementation of the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2018–2021) will be completed in 2021. The evidence and results of the evaluation will inform the second phase of implementation of gender equality commitments, scheduled to begin in 2022. A dedicated Gender Team is located in the Office of the Director General/Executive Director to coordinate the implementation of the renewed Strategy and is supported by an organization-wide network of gender strategy focal points.

13.14 With the enhanced focus on gender-related results, UNODC has strengthened the integration of gender aspects in its mandated areas of work. The Office will consider the gender-related implications of emergency situations, such as the ongoing COVID-19 pandemic. UNODC will implement and advocate for measures that address the differentiated needs of women, men, boys and girls, particularly those who also experience disadvantages on the basis of age, race, income level, geographic location, migration status, disability, health status and other characteristics.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

13.15 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included the postponement of various meetings and events, including the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice, which was postponed from April 2020 to March 2021, as well as a shift in approach from in-person meetings, seminars, workshops and training events to virtual or hybrid formats. Specific examples of the impact are provided under all subprogrammes. The changes in planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1, 5, 6, 7 and 8 and component 1 of subprogramme 9.

13.16 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 the development and dissemination of up-to-date support in the form of policy briefs, guidance notes and operational advice on various issues under the UNODC mandate aimed at supporting Member States in their response to COVID-19; the development of virtual methodologies to be used by Member States to meet critical needs; research and analysis on the impact of COVID-19 on drugs, organized crime, trafficking in persons and smuggling of migrants; as well as the urgent procurement and supply of personal protective equipment or medical supplies to meet the needs of Member States, particularly in law enforcement offices and prisons, and for people who use drugs. Specific examples of the new and modified activities are provided under all subprogrammes. The new and modified deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 3, 4, 5, 6, 7 and 8 and component 2 of subprogramme 9.

13.17 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programmes owing to the COVID-19 pandemic. Specific examples of lessons learned include the understanding that offering meetings in a hybrid format strengthens remote participation in the meetings of Commission on Narcotic Drugs and its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice, the United Nations Congress on Crime Prevention and Criminal Justice and the standing open-ended working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime, and therefore supports the participation of delegations not represented in Vienna or unable to travel. However, the servicing of virtual or hybrid meetings across all of the UNODC mandate areas requires more staff resources and adds an extra layer of technical and organizational work compared with in-person meetings. Furthermore, intergovernmental meetings requiring interpretation services are even more costly, as they imply additional costs for remote interpretation platforms.

### Legislative mandates

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

#### *Conventions*

- Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
- Convention on Psychotropic Substances of 1971



- United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
- United Nations Convention against Transnational Organized Crime and the Protocols thereto
- Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
- United Nations Convention against Corruption

### *General Assembly resolutions*

S-30/1	Our joint commitment to effectively addressing and countering the world drug problem	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
62/272, 64/297	The United Nations Global Counter-Terrorism Strategy		
64/182, 74/178, 75/198	International cooperation to address and counter the world drug problem <sup>1</sup>	73/183	Enhancing the role of the Commission on Crime Prevention and Criminal Justice in contributing to the implementation of the 2030 Agenda for Sustainable Development
66/282, 68/276, 70/291, 72/284	The United Nations Global Counter-Terrorism Strategy Review		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
70/266	Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to ending the AIDS Epidemic by 2030	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity

### *Commission on Crime Prevention and Criminal Justice resolutions*

28/4	Budget for the biennium 2020–2021 for the United Nations Crime Prevention and Criminal Justice Fund
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### *Commission on Narcotic Drugs resolutions*

62/9	Budget for the biennium 2020–2021 for the Fund of the United Nations International Drug Control Programme
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### *Commission on Narcotic Drugs statements and declarations*

Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem	Joint Ministerial Statement of the 2014 high-level review by the Commission on Narcotic Drugs of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
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<sup>1</sup> Particular reference is made to the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (see E/2009/28-E/CN.7/2009/12, chap. I.C).

## Deliverables

13.19 Table 13.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 13.1

### Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
4. Projects related to gender equality	1	1	1	1
5. Projects related to the independent evaluation function	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>5</b>	<b>5</b>	<b>6</b>
6. Food-for-thought sessions related to gender equality	4	3	4	4
7. Conference on gender equality	1	1	—	1
8. Side events on topics related to gender equality	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>19</b>	<b>22</b>	<b>19</b>	<b>22</b>
9. Guidance note and other tools on issues related to gender equality	1	7	1	6
10. Independent, joint and system-wide evaluations and synthesis studies	17	14	17	15
11. Evaluation tools, methodologies and approaches	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services for multilateral efforts in the fields of drug control, crime prevention, anti-corruption, and terrorism prevention and cooperation with Member States, intergovernmental organizations and civil society, as applicable, including at the regional level; advocacy of drug control, crime prevention, anti-corruption and terrorism prevention issues with Member States and civil society through speaking engagements, conferences, information dissemination, media activities, raising public awareness and representation of the Secretary-General at international events and forums, as appropriate.				
<b>Databases and substantive digital materials:</b> UNODC web-based evaluation application.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> evaluation briefs, webinars and annual reviews.				
<b>Digital platforms and multimedia content:</b> website with updated content.				

## Evaluation activities

13.20 The following evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Independent in-depth evaluations:
  - (i) Independent in-depth evaluation of the regional programme for South-East Asia and country programmes for Indonesia, Myanmar and Viet Nam (subprogrammes 1, 2, 3, 4 and 5; status: finalized);

- (ii) Independent in-depth evaluation of the Global Programme for the Implementation of the Doha Declaration: Towards a Culture of Lawfulness (subprogramme 3; status: finalized);
- (iii) Independent in-depth midterm evaluation of the Global Maritime Crime Programme (subprogramme 5; status: finalized);
- (iv) Independent in-depth midterm evaluation of the Global Firearms Programme: countering illicit arms trafficking and its links to transnational organized crime and terrorism (subprogramme 1; status: ongoing);
- (v) Independent in-depth final cluster evaluation of UNODC programming in West and Central Asia (subprogrammes 1, 2, 3, 4, 5 and 6; status: ongoing);
- (vi) Independent in-depth evaluation of the global programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16 (subprogramme 3; status: ongoing);
- (vii) Independent in-depth final evaluation of the Global Programme on Terrorism Prevention (subprogramme 4; status: ongoing);
- (viii) Independent corporate evaluation of the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (subprogrammes 1, 2, 3, 4, 5, 6 and 7; status: ongoing);
- (ix) Independent in-depth midterm cluster evaluation of treating drug dependence and its health consequences and the UNODC-WHO Joint Programme on Drug Dependence Treatment and Care (subprogramme 2; status: initial stage);
- (b) Independent evaluations of the following UNODC projects (subprogrammes 1, 2, 3, 5 and 6):
  - (i) Evidence-based policies for improved community safety in Latin American and African Cities (finalized);
  - (ii) Support to the ECOWAS Regional Action Plan to Address the Growing Problem of Illicit Drug Trafficking, Organized Crime and Drug Abuse in West Africa (finalized);
  - (iii) Fisheries crime initiative “FishNET” – a joint project implemented under the Global Programme for Combating Wildlife and Forest Crime and the Container Control Programme (finalized);
  - (iv) Support to the work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (finalized);
  - (v) Technical assistance to Mexico in the implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime (finalized);
  - (vi) Global Programme for Combating Wildlife and Forest Crime (finalized);
  - (vii) Action on measuring and assessing organized crime in the western Balkans (finalized);
  - (viii) Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries (finalized).

13.21 The findings of the evaluations referenced above, the evaluation meta-synthesis 2017–2018 and the innovative crime prevention meta-synthesis (2020), as well as other synthesized evaluation products, have been taken into account for the programme plan for 2022. For example, in the biennial meta-synthesis, the need was highlighted for the strengthened integration of human rights and gender equality in the design, planning, implementation and reporting of UNODC projects and programmes. In this context, a good practice identified through evaluation is the continuous effort by UNODC to advocate for awareness with national partners on the needs of the most-at-risk populations in Central Asia. Furthermore, the need for improved results-based management, including more systematic collection of programme performance data, was identified in the biennial meta-synthesis. As a result of the above-referenced evaluations, subprogrammes within UNODC will continue to strengthen the approach to gender equality.

13.22 The following evaluations are planned for 2022:

- (a) Selected areas in UNODC subprogrammes;
- (b) Selected regions and countries in line with UNODC programming;
- (c) Independent evaluations covering various subprogrammes and regions and at a corporate level.

13.23 UNODC recognizes that accountability through evaluation is even more imperative during a crisis. In 2022, UNODC will further invest in independent, gender-responsive, utilization-focused, corporate-level evaluations translating its strategy into concrete evidence- and evaluation-based strategic decisions in the response to drugs, crime and terrorism. The UNODC Independent Evaluation Section will contribute to building national evaluation capacity, while working on high-level joint evaluation products and services, in line with directives of the Sustainable Development Goals and United Nations reforms.

## **Programme of work**

### **Subprogramme 1**

#### **Countering transnational organized crime**

##### **Objective**

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

##### **Strategy**

13.25 To contribute to the objective, the subprogramme will continue to promote international cooperation among relevant authorities within Member States, regional entities and other partners, through global, regional and interregional initiatives. The subprogramme will also continue promoting adherence to and implementation of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto. The subprogramme will continue supporting the work of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, including supporting the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto. This will be achieved by assisting States parties to participate successfully in the review process, both as countries under review and reviewers, in accordance with

the tasks assigned to the secretariat in the procedures and rules for the functioning of the Mechanism and subject to the existence of the required resources. The subprogramme will also continue its normative and operational work in countering emerging and evolving crimes, such as cybercrime, trafficking in cultural property, and wildlife crime and crime affecting the environment. In its resolution 74/247, the General Assembly decided to establish an open-ended ad hoc intergovernmental committee of experts, representative of all regions, to elaborate a comprehensive international convention on countering the use of information and communications technologies for criminal purposes. Through the subprogramme, UNODC will serve as the secretariat for the ad hoc intergovernmental committee and will support Member States in preparation for its sessions. In its resolution 75/282, the Assembly approved the modalities for the work of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes.

13.26 The subprogramme will also continue to provide tailored technical assistance to Member States. The subprogramme will continue to build the capacities of central authorities and other criminal justice actors in international cooperation in criminal matters and act as a facilitator of mutual legal assistance requests through its support to international judicial cooperation networks and to individual Member States, particularly in trafficking cases. This work will help Member States to make progress towards Sustainable Development Goal 16.

13.27 The subprogramme will continue to promote the interdiction of contraband and support post-seizure criminal justice cooperation along drug trafficking routes aimed at disrupting the organized crime groups behind them. In so doing, the subprogramme will link Governments, the international community, civil society, the private sector and other actors, and implement effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation. Moreover, it will proactively promote the use of special investigative techniques against drug trafficking and in related organized crime investigations, which will help Member States in making progress towards relevant Sustainable Development Goals, including Goals 5, 8, 10, 15, 16 and 17.

13.28 The subprogramme will continue to support Member States in their application of the Human Trafficking, Smuggling of Migrants and Firearms Protocols. In the case of the latter, the subprogramme will support legislative and policy development aimed at reducing the illicit manufacture of and trafficking in firearms, their parts, components and ammunition, deliver training on the investigation and prosecution of firearms trafficking and related offences and support global data collection and analysis on firearms trafficking to build an evidence base for strategic decisions at the policy and operational levels.

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

(a) Increased international cooperation to prevent, investigate and prosecute transnational organized crime and new and emerging crimes, and strengthened institutional and legislative capacity to do so, through, among other things, the Implementation Review Mechanism process;

(b) Reduced trafficking in drugs, firearms and other contraband as a result of increased international cooperation and the dismantling of greater numbers of organized criminal groups.

## Programme performance in 2020

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

### Promotion of the identification and referral of human trafficking cases in Malawi

13.31 Every year, thousands of men, women and children fall into the hands of traffickers, in their own countries and abroad. Almost every country in the world is affected by trafficking in persons, as the country of origin, transit or destination for victims. The subprogramme has been supporting partner countries, including Malawi, in strengthening their response to trafficking in persons. The subprogramme supported the establishment of inter-agency coordination bodies to increase identification and referral of trafficking victims. In addition, the subprogramme provided training to front-line law enforcement officers on the application of the Trafficking in Persons Act: Regulations and Standard Operating Procedures and National Referral Mechanism, following a request from the Ministry of Homeland Security. Furthermore, the subprogramme developed a specialized training curriculum for the Malawi Police Service related to trafficking in persons, including victim identification, and supported national data collection and analysis efforts. The subprogramme contributed to the identification of 228 victims (77 adults, 61 male and 16 female, and 151 children) in Malawi between December 2018 and March 2020.

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

13.32 The above-mentioned work contributed to the objective, as demonstrated by the prosecution of four individuals for trafficking in persons in the first quarter of 2020 in Malawi (see table 13.2).

Table 13.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
New project on trafficking in persons launched with the Government of Malawi	Enhanced capacities of frontline law enforcement officers to apply the Trafficking in Persons Act: Regulations and Standard Operating Procedures and National Referral Mechanism	The prosecution of four individuals for trafficking in persons in the first quarter of 2020 in Malawi

### Impact of COVID-19 on subprogramme delivery

13.33 Owing to the impact of COVID-19 during 2020, the subprogramme adjusted the dates of the seventh session of the Working Group on Firearms and delivered all intergovernmental meetings in virtual format or in a hybrid format that allowed one delegate per delegation to be physically present, with the duration of meetings reduced from three to two hours. The subprogramme also postponed the organization of arms collection campaigns planned for 2020. Furthermore, as decided by the General Assembly, the organizational session of the ad hoc committee established by the Assembly in its resolution [74/247](#) was postponed to 2021. In addition, the subprogramme modified its comprehensive training and mentoring activities delivered to port control units to an online format. Training and mentoring activities for law

enforcement authorities and prosecutors related to the trafficking and misuse of firearms, trafficking in persons and smuggling of migrants were also adapted and delivered remotely. Some of these changes had an impact on the programme performance in 2020, as specified in result 1 below.

13.34 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely the issuance of several policy briefs on the impact of COVID-19 on organized crime, including a thematic brief on the impact of the COVID-19 pandemic on trafficking in persons. The subprogramme developed this guidance based on rapid stocktaking as a measure to address the implications of the pandemic and assist Member States to adapt and continue the collective mission of protecting victims of trafficking and preventing and combating this crime. The brief, which includes concrete recommendations for action, has been translated into six languages (Arabic, English, French, Portuguese, Russian and Spanish).

## **Planned results for 2022**

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

### **Result 1: crime in a box – cocaine smuggling<sup>2</sup>**

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

13.36 The subprogramme has been providing support to the Government of Colombia for the establishment of additional port control units. The subprogramme had to adjust its planned activities and support in light of the outbreak of COVID-19. Instead of the planned in-person capacity-building activities on the identification and inspection of high-risk shipments for all 10 newly established port control units, the subprogramme focused its training activities on the central profiling and targeting centre and five port control units. In addition, the subprogramme piloted global online training with customs and other law enforcement authorities in partner countries to share first-hand information about drug trafficking activities between countries and regions. To date, 185 online training sessions have been completed, with 1,925 officers trained online.

13.37 The above-mentioned work contributed to the signing of memorandums of understanding with four countries in the Latin America and the Caribbean region, including Colombia, and the operation of five port control units in that country, which did not meet the target of the signing of memorandums of understanding with four countries in the region and the operation of 10 port control units in the country, reflected in the proposed programme budget for 2020. The challenge and difficulties posed by COVID-19 prevented the functioning of the customs contingent of the port control units and caused a delay in the roll-out of the training curriculum for customs officers.

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

13.38 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further adjust its training curriculum to deliver virtual workshops on risk management, supply chain security and trade facilitation in seaports, and

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

initiate a three-year mentorship programme to ensure information-sharing and cooperation between new and already established units. The expected progress is presented in the performance measure below (see table 13.3).

Table 13.3

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Colombia meets with Container Control Programme officials to discuss the activities for future implementation of the Programme in the country	Colombia signs an agreement to become a Container Control Programme participating country and agrees to begin initial implementation activities	Memorandums of understanding with four countries in the Latin America and Caribbean region, including Colombia, are signed and five port control units are operational in the country	The new port control units are fully functional and successfully preventing the movement of illicit goods across borders	Seizures of cocaine are made by the port control units, preventing the movement of illicit goods across borders

<sup>a</sup> 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: mainstreaming digital forensic evidence<sup>3</sup>****Programme performance in 2020**

13.39 The subprogramme has continued to provide digital forensic evidence capacity-building to Member States. This has included the provision of hardware and software, the training of analysts, investigators and judges and mainstreaming new capabilities into “business as usual” responses. In addition to providing targeted capacity-building to the Digital Forensics Unit established at the request of a Member State, the subprogramme expanded its services to ensure that countries’ operational capabilities lead to strengthened international cooperation, as countries with the same capabilities can cooperate with each other in a proportionate, legal, accountable and swift manner.

13.40 The above-mentioned work contributed to an increase in the knowledge and capacity of the Digital Forensics Unit for handling digital evidence, which met the planned target reflected in the proposed programme budget for 2021.

**Proposed programme plan for 2022**

13.41 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 deploy a specialist counter-cybercrime prosecution mentor to West Africa to ensure that the national authorities of the countries in the region receive tailored and specialized assistance. The expected progress is presented in the performance measure below (see table 13.4).

<sup>3</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect.16\)](#) and [A/75/6 \(Sect. 16\)/Corr.1](#)).



Table 13.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
UNODC works closely with requesting Member State in delivering training and mentoring to address the technical and legal challenges posed by new technologies and devices	National police force and UNODC collaborate to set up the first digital forensics laboratory to respond to the country's specific needs	Increase in the knowledge and capacity of the Digital Forensics Unit for handling digital evidence	National police forces are able to analyse digital media for over 2,000 criminal cases per year	National police forces and prosecutors in West Africa analyse digital media use in criminal cases

<sup>a</sup> 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: harmonized legislative and institutional frameworks and enhanced international cooperation and evidence-based approaches in line with the Firearms Protocol**

**Proposed programme plan for 2022**

13.42 The subprogramme has promoted adherence to and implementation of the United Nations Convention against Transnational Organized Crime, its supplementing Firearms Protocol and related global and regional instruments on firearms and supported the harmonization of legislative frameworks in order to facilitate judicial cooperation and prevent organized criminal groups from exploiting legal loopholes to conduct their activities. Through its support for policy and legislative development and evidence-based criminal justice responses, including enhanced South-South and cross-regional cooperation through its community of practitioners and its operational actions, the subprogramme has contributed to Member States' efforts to counter illicit arms trafficking and related crimes.

*Lessons learned and planned change*

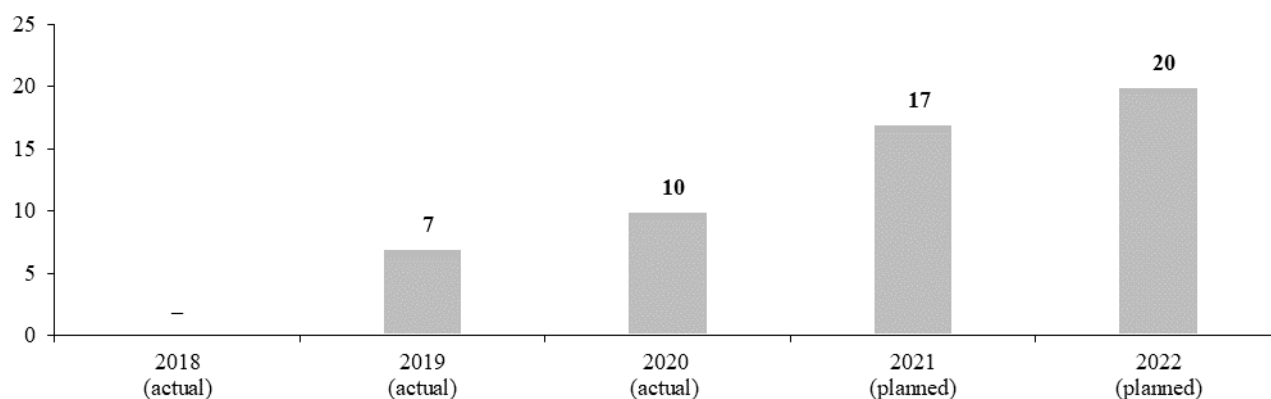
13.43 The lesson for the subprogramme was that it needed to provide additional support in the form of legislative assistance to enhance legislative and institutional frameworks to respond to illicit firearms manufacturing and trafficking, in line with the Firearms Protocol. The subprogramme also needs to provide additional support in the form of legislative assistance to enhance legislative and institutional frameworks to respond to illicit firearms manufacturing and trafficking, in line with relevant international and regional instruments. In applying the lesson, the subprogramme will conduct assessments of national legislative frameworks, upon request, and provide legislative assistance that will lead to the adoption of adequate legislative and institutional frameworks, in line with the Firearms Protocol. Through a variety of operation-oriented initiatives and actions, such as tailored training programmes, mentoring and support for cooperation platforms, the subprogramme will also enhance criminal justice capacity and promote more direct cross-border cooperation and information exchange among practitioners and prosecutors, to counter illicit firearms trafficking and enhance the understanding and monitoring of its illicit flows.

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

13.44 This work is expected to contribute to the objective, as demonstrated by 20 Member States adopting legislative and institutional frameworks in line with the Firearms Protocol and relevant instruments (see figure 13.I).

Figure 13.I

**Performance measure: number of Member States that have adopted legislative and institutional frameworks in line with the Firearms Protocol and relevant instruments (cumulative)**

**Legislative mandates**

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

*General Assembly resolutions*

46/152	Creation of an effective United Nations crime prevention and criminal justice programme	72/192; 73/184	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework	72/195	Improving the coordination of efforts against trafficking in persons
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities	73/146	Trafficking in women and girls
68/186	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking	73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
71/1	New York Declaration for Refugees and Migrants	73/187, 74/247	Countering the use of information and communications technologies for criminal purposes
71/211; 72/198; 74/178	International cooperation to address and counter the world drug problem	74/173	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing
71/322; 73/189	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs	74/174	Countering child sexual exploitation and sexual abuse online
72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
		75/282	Countering the use of information and communications technologies for criminal purposes

*Security Council resolutions*

2331 (2016)

2338 (2017)

*Economic and Social Council resolutions*

2017/18

Implementation of the United Nations  
Global Plan of Action to Combat  
Trafficking in Persons

2019/23

Combating transnational organized crime  
and its links to illicit trafficking in precious  
metals and illegal mining, including by  
enhancing the security of supply chains of  
precious metals*Commission on Crime Prevention and Criminal Justice resolutions*

25/1

Preventing and combating trafficking in  
human organs and trafficking in persons for  
the purpose of organ removal

27/4

Strengthening measures against trafficking  
in persons

26/4

Strengthening international cooperation to  
combat cybercrime

27/5

International cooperation against trafficking  
in cultural property

27/2

Preventing and combating trafficking in  
persons facilitated by the criminal misuse of  
information and communications technologies

28/2

Countering the smuggling of commercial  
goods in cases falling within the scope of  
the United Nations Convention against  
Transnational Organized Crime

27/3

Improving the protection of children against  
trafficking in persons, including by addressing  
the criminal misuse of information and  
communications technologies

28/3

Strengthening regional and international  
cooperation in crime prevention and  
criminal justice responses to illicit  
trafficking in wildlife*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

8/1

Enhancing the effectiveness of central  
authorities in international cooperation in  
criminal matters to counter transnational  
organized crime

9/1

Establishment of the Mechanism for the  
Review of the Implementation of the  
United Nations Convention against  
Transnational Organized Crime and the  
Protocols thereto

8/2

Mechanism for the review of the  
implementation of the United Nations  
Convention against Transnational  
Organized Crime and the Protocols thereto

9/2

Enhancing and ensuring the effective  
implementation of the Protocol against the  
Illicit Manufacturing of and Trafficking in  
Firearms, Their Parts and Components and  
Ammunition, supplementing the United  
Nations Convention against Transnational  
Organized Crime

8/3

Strengthening the implementation of the  
Protocol against the Illicit Manufacturing of  
and Trafficking in Firearms, Their Parts and  
Components and Ammunition, supplementing  
the United Nations Convention against  
Transnational Organized Crime

8/4

Implementation of the provisions on  
technical assistance of the United Nations  
Convention against Transnational  
Organized Crime**Deliverables**

13.46 Table 13.5 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 13.5

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>32</b>	<b>32</b>	<b>15</b>	<b>32</b>
1. Documents of the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto and its working groups	32	32	15	32
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>26</b>	<b>26</b>	<b>15</b>	<b>26</b>
2. Meetings of the Conference of the Parties, including meetings of its working groups	26	26	15	26
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
3. Technical cooperation projects to prevent and combat transnational organized crime	3	3	3	3
4. Technical cooperation projects to prevent and combat trafficking in illicit goods	4	4	4	4
5. Technical cooperation projects to prevent and combat trafficking in persons and the smuggling of migrants	2	2	2	2
6. Technical cooperation projects to prevent and combat cybercrime and money-laundering	3	3	3	3
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
7. Publications on organized crime and illicit trafficking	3	3	3	3
<b>Technical materials</b> (number of materials)	–	<b>4</b>	–	–
8. Technical materials related to COVID-19 and organized crime	–	4	–	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services on accession to the United Nations Convention against Transnational Organized Crime and the Protocols thereto for at least 15 remaining non-parties to those instruments; advisory services on legislative implementation of the instruments for at least 20 States parties; ongoing advocacy on the implementation of the instruments for all 190 States parties. Provision of similar services to at least 5 Member States and the International Narcotics Control Board in relation to the three drug control conventions.				
<b>Databases and substantive digital materials:</b> maintenance of the SHERLOC (Sharing Electronic Resources and Laws on Crime) platform, containing over 10,000 annotated legislative excerpts and more than 3,000 case summaries covering 15 crime types.				

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

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

**Strategy**

13.48 To contribute to the objective, the subprogramme will continue to promote rights-based, public-health-focused and gender-responsive approaches that are grounded in the principles of the Charter of the United Nations and are in line with scientific evidence. The subprogramme will assist Member States, upon request, in establishing and/or expanding drug use prevention approaches and services and drug dependence treatment, as well as the care and rehabilitation of people with drug use disorders. The subprogramme will also assist Member States, upon request, in

establishing and/or expanding HIV/AIDS prevention, treatment and care, and support services for people who use drugs, including for people who inject drugs and people in prison and other closed settings. In addition, it will assist Member States, upon request, in establishing and/or expanding the access to and availability of controlled medicines, while preventing their non-medical use. Progress in each of these areas will be accomplished through advocacy; the provision of technical assistance, capacity-building, regional strategic planning sessions, support for policy development, expert group consultations and conferences; the provision of standards and operational guidelines based on science and evidence; and the development and dissemination of manuals, toolkits, reports and issue papers based on science and evidence.

13.49 The subprogramme will also contribute to the objective by working to reduce the illicit supply of drugs. It will achieve this through its support to global, regional and interregional cooperation in countering drug trafficking by promoting the exchange of criminal intelligence and promoting multilateral operations that target international criminal organizations involved in drug trafficking, while working in synergy with subprogramme 1, and including enhanced and better coordinated technical assistance in accordance with the principle of shared responsibility. It will also build the capacity of national counterparts to detect, interdict, investigate and prosecute drug-related offences, to strengthen maritime, air and land border control, and to identify and dismantle drug trafficking networks. In addition, in coordination with subprogramme 1, the subprogramme will promote the network of law enforcement (police, customs, specialized drug law enforcement agencies and others) training institutions to stimulate the exchange of best practices and training curricula, methodologies and materials. This work will help Member States to make progress towards the achievement of Sustainable Development Goals 3, 4, 5, 10 and 16.

13.50 The subprogramme will also assist Member States, upon request, in building and strengthening the resilience of communities characterized by marginalization, poverty, insecurity and insufficient rule of law, by promoting sustainable livelihoods to reduce illicit cultivation of drug crops through alternative development, including, where appropriate, preventive alternative development. The subprogramme will continue to support the production of high-quality consumable goods, such as coffee, saffron and cacao, which can be sold for a premium price, in cooperation with the private sector and in line with Sustainable Development Goals 1 and 8. Progress in this area will be achieved through collaboration with relevant actors, including the United Nations country teams and other multilateral organizations; the provision of technical assistance to Member States to promote coherent policy and institutional responses; the enhancement of national health and justice systems and their responses; and the implementation of operational programmes to counter illicit cultivation of drug crops and drug trafficking.

13.51 The subprogramme plans to support Member States on issues related to COVID-19 by enhancing online capacity-building opportunities and expanding the collaborative sharing of data, research and best practices via online platforms, thus allowing national stakeholders to adapt their skills to the pandemic situation. It will also explore alternate means of supporting essential services, such as treatment for substance use disorder and health-related consequences, such as HIV, thereby ensuring the continuity of services for people who have drug use disorders, in the community and in prison settings, as well other vulnerable circumstances. Finally, it will endeavour to support basic infrastructure provision and market access for alternatives to the illicit cultivation of drug crops, thus maintaining livelihoods in marginalized communities.

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

- (a) Increased access to quality health-care services that include evidence-based interventions in the areas of drug abuse prevention, drug dependence treatment, HIV/AIDS prevention, treatment and care, and access to controlled medicines, while preventing their non-medical use;
- (b) Increased quality of life and diversified, licit, sustainable income for families in rural areas affected by illicit cultivation of drug crops;
- (c) Joint and coordinated work by law enforcement authorities to track and dismantle networks engaging in drug production and trafficking.

### **Programme performance in 2020**

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

#### **Service providers access support to implement integrated drug demand reduction, HIV prevention and alternative development**

13.54 The subprogramme promoted drug demand reduction efforts in line with the latest research and scientific evidence through the creation of international standards and guidance documents that were translated into curricula to be taught at the higher education level and as ongoing professional development. One example of this is the universal prevention curriculum, which was delivered in line with the UNODC-WHO International Standards on Drug Use Prevention.

13.55 The subprogramme continued to work with key stakeholders at the national level to ensure consistent implementation in educational settings. Owing to the COVID-19 pandemic, in-person delivery could not take place, necessitating the use of a hybrid format with the materials transitioned to electronic platforms. The subprogramme also produced immediate infographic guidance on the needs of people with drug use disorder and how to ensure the continuity of drug treatment services for them, on HIV service provision for people who use drugs in the context of COVID-19, and on COVID-19 prevention and control for people in prison. On the basis of that guidance, UNODC facilitated a series of country and regional webinars for decision makers and stakeholders in each of these three thematic areas. Additional material with a focus on drug use prevention, in particular parenting under COVID-19 and other guidance to keep children safe, has also been developed. Guidance was also provided to Member States to highlight the critical importance of sufficient access to and availability of controlled medicines for patients during a global pandemic. All materials have been translated into multiple languages.

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

13.56 The above-mentioned work contributed to the objective, as demonstrated by the continued provision of services, by drug abuse and HIV prevention, treatment and care service providers, to people who use drugs and people in prison settings, during the COVID-19 pandemic (see table 13.6).

Table 13.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Enhanced knowledge and skills of professionals and policymakers in drug demand reduction, HIV service provision and alternative development	Enhanced capacity of policymakers, health-care workers, civil society partners and other key stakeholders in three regions in drug demand reduction, HIV service provision and alternative development	Continued provision of services, by drug abuse and HIV prevention, treatment and care service providers, to people who use drugs and people in prison settings, during the COVID-19 pandemic

### Impact of COVID-19 on subprogramme delivery

13.57 Owing to the impact of COVID-19 during 2020, the subprogramme shortened or postponed proposed meetings, training and capacity-building for key stakeholders associated with field and regional activities related to the prevention of drug use, the treatment and rehabilitation of drug use disorders and services for the prevention, treatment and care of HIV, as primary counterparts in ministries of health and other health partners prioritized available resources around the COVID-19 situation. UNODC also shifted capacity-building activities, whenever possible, to online forums, as travel was limited. In relation to supply reduction, the subprogramme cancelled planned in-person training and mentoring events for port control units, air cargo control units and joint airport interdiction task forces in participating Member States. Online training events were developed and substituted to ensure continuity of delivery against the objective. In addition, a planned port assessment mission to Malawi was postponed as a result of COVID-19.

13.58 At the same time, however, the subprogramme created and disseminated numerous guidance documents to assist Member States, key stakeholders and beneficiaries to support sustained, science-driven and safe service delivery during the COVID-19 pandemic to vulnerable persons, such as people who use drugs and people with drug use disorders, who are in prison and who have HIV and/or hepatitis C. The subprogramme organized the delivery of counselling and psychosocial therapy by phone and other remote means for parents and others with drug use disorders. The new deliverable contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

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

### Result 1: addressing drug use, drug use disorders and related consequences in Africa<sup>4</sup>

#### Programme performance in 2020

13.60 The subprogramme has continued to conduct training for policymakers on alternatives to conviction or punishment for drug offences and to build the capacity of national partners in the Kenyan prison service to provide treatment and care, in line with the International Standards for the Treatment of Drug Use Disorders and Treatnet, a training package designed to assist Member States in their efforts to

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

improve the quality of drug treatment services by increasing the level of knowledge and skills of professionals working in the field of drug use disorders.

13.61 The subprogramme also piloted evidence-based programmes for families to prevent drug use and other risky behaviours, including during the COVID-19 pandemic, among children and youth, in particular in Côte d'Ivoire, Nigeria and the United Republic of Tanzania. Furthermore, the Office supported Nigeria in strengthening its national drug control system to ensure access to controlled medicines, while preventing non-medical use. Moreover, the subprogramme held a virtual meeting, in conjunction with the African Union and the Inter-American Drug Abuse Control Commission, which was attended by over 250 health and justice professionals and policymakers, on alternatives to incarceration or punishment.

13.62 The above-mentioned work contributed to the adoption by Member States in receipt of UNODC assistance of concrete measures to provide alternatives to conviction or punishment and improved access to HIV services for people who use drugs, including those in contact with the criminal justice system, in line with national guidelines and based on international standards, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

13.63 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 a wider geographical focus, expanding the provision of support in the areas of drug demand reduction, HIV services and health services for those in contact with the criminal justice system to other Member States in Africa. The expected progress is presented in the updated performance measure below (see table 13.7).

Table 13.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Insufficient provision of HIV services in the community and measures on alternatives to conviction or punishment for people who use drugs and lack of continuity of HIV services between the community and prisons	Improved access to HIV services and alternatives to conviction or punishment measures for people who use drugs, including those in contact with the criminal justice system	Adoption by Member States in receipt of UNODC assistance of alternatives to conviction or punishment measures and improved access to HIV services for people who use drugs, including those in contact with the criminal justice system, in line with national guidelines and based on international standards	Implementation by Member States in receipt of UNODC assistance of concrete measures to provide alternatives to conviction or punishment and improved access to HIV services for people who use drugs, including those in contact with the criminal justice system, in line with national guidelines and based on international standards	Increased access to drug demand reduction, HIV and health services for people who use drugs, including those in contact with the criminal justice system

<sup>a</sup> 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: a balanced, integrated drug demand reduction and supply reduction approach to be applied by selected countries in Africa<sup>5</sup>**

**Programme performance in 2020**

13.64 In the context of strategies promoting a balanced and integrated approach to both demand and supply reduction, the subprogramme conducted an assessment of interdiction capacities in the Luanda seaport in Angola, with a view to future activities there, including the establishment of a multi-agency port control unit. Prior to the travel restrictions imposed as a result of the COVID-19 pandemic, the subprogramme also carried out two training activities with port control and air cargo control units in Mombasa, Kenya, and Kampala in February 2020. Training sessions then shifted mostly to online formats, with a total of 39 online activities and 1 hybrid activity in Angola, Kenya, Mozambique, Namibia, Uganda and the United Republic of Tanzania. After travel restrictions were partly eased, five mentoring activities were conducted on-site in Kenya, Mozambique and the United Republic of Tanzania.

13.65 The above-mentioned work contributed to the strengthening of relevant air and port control units in Angola, Kenya, Mozambique, Namibia, Uganda and the United Republic of Tanzania, as part of the integrated programmes that also address drug demand reduction and HIV prevention, treatment and care, which met the planned target of selected countries piloting integrated services related to drug demand reduction, reflected in the proposed programme budget for 2021. As an illustration of the success of such initiatives, the Air Cargo Control Unit at Jomo Kenyatta International Airport in Nairobi made 11 separate seizures of controlled drugs during their training phase, including heroin, cocaine, khat, MDMA (ecstasy), ketamine, methamphetamine and morphine sulfate. All the efforts to counter drug trafficking described above are provided through integrated programmes that also implement demand reduction activities.

**Proposed programme plan for 2022**

13.66 The subprogramme will continue the work related to the planned result, in line with its mandate, to include, in particular, assessments, training and mentoring activities with port and air cargo control units. In addition, the subprogramme will continue activities in the area of drug demand reduction, such as those highlighted above. It will also step up support relating to increasing access to controlled drugs for medical purposes, while preventing diversion and non-medical use, in line with its mandate. The expected progress is presented in the performance measure below (see table 13.8).

Table 13.8  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Relevant authorities increase their knowledge of standards and guidelines for effective drug	Relevant authorities strengthen their capacity to provide a continuum of care to drug users	Relevant air and port control units in Angola, Kenya, Madagascar, Mozambique, Namibia, Uganda and the United Republic of	Increased number of countries with integrated services across the continent	Increased number of countries with strengthened supply and demand reduction responses, with a focus on increasing access to controlled drugs and

<sup>5</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 16) and A/75/6 (Sect. 16)/Corr.1).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
demand reduction responses		Tanzania are strengthened as part of the integrated programmes that also address drug demand reduction and HIV prevention, treatment and care		preventing their diversion

<sup>a</sup> 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: national drug demand reduction programmes follow quality standards**

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

13.67 At the national level, drug prevention strategies range from printing leaflets to warn young people about the danger of drugs, with little or no resulting behavioural change, to prevention interventions based on science. Scientific evidence indicates that working with families, schools and communities can ensure that children and young people, especially the most marginalized and poor, have the opportunity to grow and stay safe and healthy into adulthood and old age. The subprogramme has been promoting drug demand reduction efforts in line with the latest research and scientific evidence through the creation and regular updating of international standards and technical guidance documents, in collaboration with WHO, and by facilitating the exchange of best practices. These materials are used by national-level policymakers and practitioners and have contributed to an increase in knowledge and healthy behaviours in the community.

#### *Lessons learned and planned change*

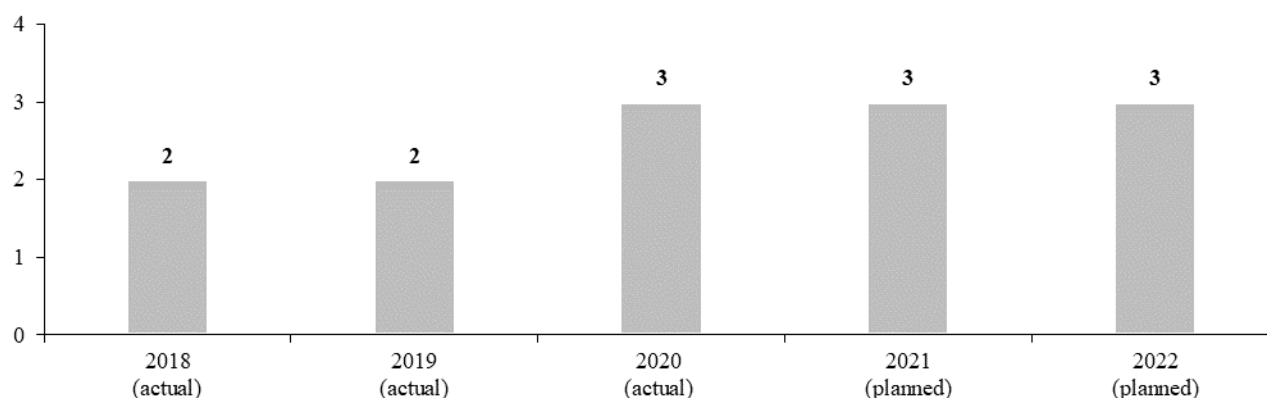
13.68 The lesson for the subprogramme was the importance of supporting the implementation of national-level quality standards in order to ensure the transition from knowledge about drug demand reduction to sustainable health practices. In applying the lesson, the subprogramme will utilize existing international standards and technical guidance documents that are regularly updated to support requesting Member States in the development and implementation of national quality standards in drug demand reduction. This will allow for standardization of the process of selecting effective prevention strategies and measuring progress, while ensuring that prevention practitioners are highly qualified.

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

13.69 This work is expected to contribute to the objective, as demonstrated by three additional countries initiating programmes to develop or implement national quality standards programmes each year (see figure 13.II).

Figure 13.II

**Performance measure: number of additional countries initiating programmes to develop or implement national quality standards each year**



## Legislative mandates

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

### Conventions

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on Psychotropic Substances of 1971

### General Assembly resolutions

<a href="#">S-20/2</a>	Political Declaration	<a href="#">72/197</a>	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
<a href="#">S-26/2</a>	Declaration of Commitment on HIV/AIDS		
<a href="#">49/168</a>	International action to combat drug abuse and illicit production and trafficking		
<a href="#">59/160</a>	Control of cultivation of and trafficking in cannabis		
<a href="#">60/179</a>	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan	<a href="#">73/2</a>	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases
<a href="#">60/262</a>	Political Declaration on HIV/AIDS		
<a href="#">65/277</a>	Political Declaration on HIV/AIDS: Intensifying Our Efforts to Eliminate HIV/AIDS	<a href="#">73/25</a>	International Day of Education
<a href="#">67/186</a>	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking	<a href="#">73/142</a>	Inclusive development for and with persons with disabilities
		<a href="#">73/144</a> ; <a href="#">74/124</a>	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
		<a href="#">73/155</a>	Rights of the child
<a href="#">67/193</a> ; <a href="#">69/201</a> ; <a href="#">70/182</a>	International cooperation against the world drug problem	<a href="#">73/164</a> ; <a href="#">74/164</a>	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
<a href="#">69/200</a> ; <a href="#">70/181</a>	Special session of the General Assembly on the world drug problem to be held in 2016	<a href="#">73/177</a>	Human rights in the administration of justice
<a href="#">71/211</a> ; <a href="#">72/198</a> ; <a href="#">73/192</a> ; <a href="#">74/178</a>	International cooperation to address and counter the world drug problem	<a href="#">73/249</a> ; <a href="#">74/239</a>	South-South cooperation

73/301	Commemoration of the thirtieth anniversary of the adoption of the Convention on the Rights of the Child	74/143	Torture and other cruel, inhuman or degrading treatment or punishment
74/20	Global health and foreign policy: an inclusive approach to strengthening health systems	74/170	Integrating sport into youth crime prevention and criminal justice strategies
74/121	Policies and programmes involving youth	74/274	International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19
74/126	Improvement of the situation of women and girls in rural areas	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
74/137	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action		

*Economic and Social Council resolutions and decisions*

1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to illicit manufacture of narcotic drugs and psychotropic substances	2010/20	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations	2017/20	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs	Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
2003/32	Training in precursor control, countering money-laundering and drug abuse prevention	Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities	Decision 2013/249	Report of the Commission on Narcotic Drugs on its fifty-sixth session and provisional agenda for its fifty-seventh session
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988	Decision 2015/237	Report of the Commission on Narcotic Drugs on its reconvened fifty-seventh session
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe	Decision 2015/238	Report of the Commission on Narcotic Drugs on its fifty-eighth session and provisional agenda for its fifty-ninth session
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs	Decision 2016/246	Report of the Commission on Narcotic Drugs on its fifty-ninth session and provisional agenda for its sixtieth session
2009/6; 2013/11; 2015/2	Joint United Nations Programme on HIV/AIDS (UNAIDS)	Decision 2017/241	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime	Decision 2017/242	Report of the Commission on Narcotic Drugs on its sixtieth session and provisional agenda for its sixty-first session

*Commission on Narcotic Drugs resolutions and decisions*

44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed	51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
46/2	Strengthening strategies regarding the prevention of human immunodeficiency virus/acquired immunodeficiency syndrome in the context of drug abuse	52/1	Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
47/1	Optimizing integrated drug information systems		
47/2	Prevention of HIV/AIDS among drug users	52/3	International support to States in East Africa in their efforts to combat drug trafficking
48/2	Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body	52/4	Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking
48/11	Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz	52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories
		52/8	Use of pharmaceutical technology to counter drug-facilitated sexual assault ("date rape")
		52/9	Strengthening measures against the laundering of assets derived from drug trafficking and related offences
48/12	Expanding the capacity of communities to provide information, treatment, health care and social services to people living with HIV/AIDS and other blood-borne diseases in the context of drug abuse and strengthening monitoring, evaluation and reporting systems	52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs	52/11	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users	52/12	Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
50/2	Provisions regarding travellers under medical treatment with internationally controlled drugs		
50/5	Identifying sources of precursors used in illicit drug manufacture		
50/10	Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances	53/1	Promoting community-based drug use prevention
		53/2	Preventing the use of illicit drugs within Member States and strengthening international cooperation on policies of drug abuse prevention
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet	53/4	Promoting adequate availability of internationally controlled licit drugs for medical and scientific purposes while preventing their diversion and abuse
51/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs		
51/11	Links between illicit drug trafficking and illicit firearms trafficking	53/5	Strengthening regional cooperation between Afghanistan and transit States and the contribution of all affected countries to counter-narcotics efforts, based on the principle of common and shared responsibility

53/6	Follow-up to the promotion of best practices and lessons learned for the sustainability and integrity of alternative development programmes and the proposal to organize an international workshop and conference on alternative development	54/14	Measures to support African States in their efforts to combat the world drug problem
		54/15	Promotion of international cooperation to assist the States most affected by the transit of drugs
53/8	Strengthening international cooperation in countering the world drug problem focusing on illicit drug trafficking and related offences	55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
53/9	Achieving universal access to prevention, treatment, care and support for drug users and people living with or affected by HIV	55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings
53/10	Measures to protect children and young people from drug abuse	55/3	One hundredth anniversary of the International Opium Convention
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists	55/5	Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies
53/12	Strengthening systems for the control of the movement of poppy seeds obtained from illicitly grown opium poppy crops	55/6	Developing an international electronic import and export authorization system for licit trade in narcotic drugs and psychotropic substances
53/13	Use of “poppers” as an emerging trend in drug abuse in some regions		
53/15	Strengthening international cooperation and regulatory and institutional frameworks for the control of substances frequently used in the manufacture of narcotic drugs and psychotropic substances	55/7	Promoting measures to prevent drug overdose, in particular opioid overdose
		55/8	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on special marketing regimes for alternative development, including preventive alternative development
54/2	Promoting international cooperation to prevent drug-affected driving		
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes		
54/4; 55/4	Follow-up on the proposal to organize an international workshop and conference on alternative development	55/9	Follow-up on measures to support African States in their efforts to combat the world drug problem
54/5	Promoting rehabilitation- and reintegration-oriented strategies in response to drug use disorders and their consequences that are directed at promoting health and social well-being among individuals, families and communities	55/10	Promoting evidence-based drug prevention strategies and policies
		55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances
		56/6	Intensifying the efforts to achieve the targets of the 2011 Political Declaration on HIV and AIDS among people who use drugs, in particular the target to reduce HIV transmission among people who inject drugs by 50 per cent by 2015
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs	56/7	Promoting the development and use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
54/11	Improving the participatory role of civil society in addressing the world drug problem		
54/12	Revitalization of the principle of common and shared responsibility in countering the world drug problem		
54/13	Achieving zero new infections of HIV among injecting and other drug users		

56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control	57/6 57/7	Education and training on drug use disorders Providing sufficient health services to individuals affected by substance use disorders during long-term and sustained economic downturns
56/9	Strengthening of the principle of common and shared responsibility as the basis for guiding international action in combating the world drug problem with a comprehensive and balanced approach	57/8	Raising awareness and strengthening international cooperation in combating drug trafficking, which, in some cases, misuses activities related to opium poppy seeds for illicit purposes, also produced from illicit opium poppy crops
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
56/12	Preparations for the high-level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	57/10 57/11	Preventing the diversion of ketamine from legal sources while ensuring its availability for medical use Strengthening and expanding international cooperation to counter the threats posed by illicit production and manufacturing, trafficking and abuse of drugs in the Greater Mekong subregion
56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances	58/2	Supporting the availability, accessibility and diversity of scientific evidence-based treatment and care for children and young people with substance use disorders
56/14	Strengthening international cooperation in addressing the non-medical use and abuse, the illicit manufacture and the illicit domestic and international distribution of tramadol	58/3	Promoting the protection of children and young people, with particular reference to the illicit sale and purchase of internationally or nationally controlled substances and of new psychoactive substances via the Internet
56/15	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on voluntary marketing tools for products stemming from alternative development, including preventive alternative development	58/4 58/5	Promoting the implementation of the United Nations Guiding Principles on Alternative Development Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature
56/16	Enhancing international cooperation to strengthen efforts in West Africa to counter illicit drug trafficking	58/6	Strengthening international cooperation in preventing and combating illicit financial flows linked to drug trafficking, from the anti-money-laundering perspective
57/1	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and proposal to organize an international seminar/workshop on the implementation of the Guiding Principles	58/7	Strengthening cooperation with the scientific community, including academia, and promoting scientific research in drug demand and supply reduction policies in order to find effective solutions to various aspects of the world drug problem
57/2	Drug abuse prevention through sport: promoting a society free of drug abuse through sport and the Olympic ideal		
57/3	Promoting prevention of drug abuse based on scientific evidence as an investment in the well-being of children, adolescents, youth, families and communities	58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
57/4	Supporting recovery from substance use disorders	58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
57/5; 58/8	Special session of the General Assembly on the world drug problem to be held in 2016		

59/5	Mainstreaming a gender perspective in drug-related policies and programmes	61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
60/1	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019		
60/2	Strengthening international cooperation to assist the States most affected by the illicit transit of drugs, especially developing countries, based on the principle of common and shared responsibility	61/9	Protecting children from the illicit drug challenge
		61/11	Promoting non-stigmatizing attitudes to ensure the availability of access to and delivery of health, care and social services for drug users
60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances	62/3; 63/5	Promoting alternative development as a development-oriented drug control strategy
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances	62/5	Enhancing the capacity of Member States to adequately estimate and assess the need for internationally controlled substances for medical and scientific purposes
60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem	62/6	Promoting measures to prevent transmission of HIV attributable to drug use among women and for women who are exposed to risk factors associated with drug use, including by improving access to post-exposure prophylaxis
60/7	Promoting scientific evidence-based community, family and school programmes and strategies for the purpose of preventing drug use among children and adolescents	62/7	Promoting measures to prevent and treat viral hepatitis C attributable to drug use
		63/3	Promoting awareness-raising, education and training as part of a comprehensive approach to ensuring access to and the availability of internationally controlled substances for medical and scientific purposes and improving their rational use
60/8	Promoting measures to prevent HIV and other blood-borne diseases associated with the use of drugs, and increasing financing for the global HIV/AIDS response and for drug use prevention and other drug demand reduction measures	63/4	Promoting the involvement of youth in drug prevention efforts
60/9	Enhancing the capacity of law enforcement, border control and other relevant agencies to counter illicit drug trafficking through training	Decision 50/2	Review of dronabinol and its stereoisomers
		Decision 53/1	Transfer of phenylacetic acid from Table II to Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
61/2	Strengthening efforts to prevent drug abuse in educational settings		
61/4	Promoting measures for the prevention of mother-to-child transmission of HIV, hepatitis B and C and syphilis among women who use drugs	Decision 57/2	Preparations for the special session of the General Assembly on the world drug problem to be held in 2016
		Decision 57/3	Provisional agenda for the special segment to be held during the fifty-eighth session of the Commission on Narcotic Drugs, in March 2015, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances		
61/6	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues	Decision 58/14	Provisional agenda for the special segment to be held during the reconvened fifty-eighth session of the Commission on Narcotic Drugs, on preparations for the special session of the General Assembly on the world drug problem to be held in 2016
		Decision 59/7	Inclusion of phenazepam in Schedule IV of the Convention on Psychotropic Substances of 1971
61/7	Addressing the specific needs of vulnerable members of society in response to the world drug problem		



## Deliverables

13.71 Table 13.9 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 13.9

### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
1. Reports to the Commission on Narcotic Drugs on progress made by Member States in fulfilling the commitments in the 2009 Political Declaration and Plan of Action, and resolutions pertaining to drug demand reduction and related matters, HIV/AIDS and alternative development	3	3	3	3
2. Reports to the Commission on Narcotic Drugs on regional drug trafficking trends	5	5	5	5
3. Note to the Commission on Narcotic Drugs on coordination and alignment between the Commission and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	2	2	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>27</b>	<b>31</b>	<b>42</b>	<b>39</b>
4. Meetings of the Commission on Narcotic Drugs on issues related to drug demand reduction and related matters, HIV/AIDS and alternative development	21	21	21	21
5. Meetings of the subsidiary bodies of the Commission on Narcotic Drugs (Meetings of Heads of National Drug Law Enforcement Agencies and the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East)	–	4	15	12
6. Meetings of the Commission on Crime Prevention and Criminal Justice on issues related to drug demand reduction, HIV/AIDS prevention, treatment and care, and sustainable livelihoods	1	1	1	1
7. Expert group meetings on drug demand reduction, HIV/AIDS and alternative development	5	5	5	5
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>11</b>	<b>12</b>	<b>11</b>	<b>11</b>
8. Projects related to drug use prevention, treatment and rehabilitation, including access to controlled substances for medical purposes	5	5	5	5
9. Projects related to HIV/AIDS prevention, treatment and care	5	5	5	5
10. Projects related to alternative development and sustainable livelihoods	1	2	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
11. Training courses on drug control conventions and drug supply reduction	15	15	15	15
12. Training on drug demand reduction, HIV/AIDS and alternative development	9	9	9	9
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
13. Publication on drug use prevention and treatment, and access to controlled substances	2	2	2	2
14. Publications on HIV/AIDS prevention, treatment and care	1	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services on law enforcement and the implementation of the drug control conventions; substantive and technical support on evidence-based prevention and treatment, on HIV/AIDS prevention treatment and care, and on alternative development and sustainable livelihoods; substantive and technical support to the International Society of Substance Use Professionals annual conference, with 1,000 participants from 100 countries; side events at the session of the Commission on Narcotic Drugs, with 75 Member States represented and 750 persons participating; and advocacy for drug use prevention through online “Listen First” materials targeting youth, parents and policymakers, with a monthly average of 1,000 clicks.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** annual celebration of World Drug Day on 26 June, with 100 countries participating and over 1,000 national and local events.

## Subprogramme 3 Countering corruption

### Objective

13.72 The objective, to which this subprogramme contributes, is to prevent and counter corruption through the effective implementation of the United Nations Convention against Corruption.

### Strategy

13.73 To contribute to the objective, the subprogramme will provide policy and legislative advice, build the capacities of relevant actors and facilitate the transfer of expertise. The subprogramme will also continue to assist Member States, upon request, in strengthening public sector institutions and the role of civil society, parliamentarians, the private sector, academia and the general public in the prevention of corruption, including by providing technical assistance to States in the follow-up to country reviews conducted under the Mechanism for the Review of Implementation of the United Nations Convention against Corruption, as well as other types of technical assistance. In addition, the subprogramme will continue to coordinate the implementation of mandates given by policymaking and treaty bodies, in particular the Conference of the States Parties to the Convention, its subsidiary bodies and other governing organs, and support related intergovernmental processes, including the follow-up to the special session of the General Assembly against corruption, to be held in 2021.

13.74 The subprogramme will also promote international cooperation regarding the investigation, prosecution and adjudication of corruption and related offences. It will also contribute to strengthening the recovery and return of stolen assets. Furthermore, the subprogramme will help develop and disseminate knowledge products on the implementation of the Convention and assist Member States, upon request, in producing data and conducting statistical and analytical studies and research into corruption, including in collaboration with academia and other stakeholders, to enable informed policy decisions and progress on the international anti-corruption reform agenda. Based on the experiences of Member States in the implementation of the Convention, the subprogramme will further emphasize South-South cooperation and encourage the sharing of knowledge and good practices at the national and regional levels. This work will help Member States to make progress towards the achievement of Sustainable Development Goal 16.

13.75 The subprogramme plans to support Member States in their response to, and recovery from, COVID-19 and future emerging crises by strengthening transparency and integrity in public procurement, including for medical supplies and personal protective equipment, and whistle-blower protection and oversight mechanisms, in Southern Africa, South America and South-East Asia, including through its network of anti-corruption advisers.

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

- (a) States parties participating actively and effectively in the Mechanism for the Review of Implementation of the United Nations Convention against Corruption;
- (b) States' legal, policy and institutional frameworks addressing corruption risks in line with the United Nations Convention against Corruption;
- (c) Anti-corruption practitioners and other stakeholders having and using the capacity to prevent and counter corruption;
- (d) Policymakers, practitioners and other stakeholders using evidence-based knowledge and tools on anti-corruption to inform decision-making;
- (e) Partners actively supporting and promoting implementation of the United Nations Convention against Corruption in a coordinated effort;
- (f) States being able to systematically and in a timely manner trace, seize, freeze, confiscate and return assets stolen by officials through acts of corruption, within the framework of the United Nations Convention against Corruption.

## **Programme performance in 2020**

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

### **Corruption prevention in times of crisis**

13.78 Countries have taken a broad range of measures to contain and mitigate the spread of COVID-19, leading to a significant slowdown in global economic activity. In response to the slowdown in economic activity, Member States have taken measures to provide an economic safety net for citizens and businesses in distress. In this context, safeguards may have been relaxed and compliance, oversight and accountability may have been traded for rapid response and impact, thus leading to the emergence of opportunities for corruption, such as in vaccine and emergency procurement. The subprogramme has developed several corruption-related COVID-19 policy papers to help Member States navigate these times of uncertainty and address challenges in the context and aftermath of the COVID-19 pandemic.

13.79 The subprogramme has also conducted analyses of fraud and corruption risks related to COVID-19 economic rescue measures in South-East Asia and South America and Mexico and has provided advice to Member States on COVID-19-related emergency legislation, for instance in Kenya and Mexico, which requested legislative assistance on bills for whistle-blower protection amidst the crisis. Furthermore, the subprogramme has assessed the changing corruption risk landscape, including by collecting and consolidating information from its network of field-based advisers, and proposed policy responses for Governments to ensure that investigations and prosecutions and international cooperation continue despite the challenges posed by COVID-19. This has enabled the subprogramme to provide

emergency guidance and advisory services to States to identify and mitigate corruption risks resulting from the COVID-19 pandemic.

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

13.80 The above-mentioned work contributed to the objective, as demonstrated by Member States developing policy responses to support the swift and effective implementation of measures to respond to threats and vulnerabilities emerging during the COVID-19 pandemic, including detecting the proceeds of corruption (see table 13.10). As pointed out by a Member State, UNODC training helped to effectively mitigate corruption in the procurement of testing equipment.

Table 13.10  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States develop policy responses to support the swift and effective implementation of measures to respond to threats and vulnerabilities emerging during the COVID-19 pandemic

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

13.81 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled some planned deliverables. Specifically, the duration of some meetings of the Conference of the States Parties to the Convention and its subsidiary bodies was reduced, resulting in an overall reduced number of meetings in 2020. The subprogramme also changed its approach with regard to fast-tracking the implementation of the United Nations Convention against Corruption by providing support to Member States remotely.

13.82 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely providing substantive support, in the form of policy papers for Member States, survey tools for anti-corruption agencies and advanced virtual methodologies for addressing corruption in the context of emergency procurement, to meet critical needs and with a view to highlighting corruption as an important issue to tackle in the global 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**

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

## **Result 1: reviewing the implementation of the United Nations Convention against Corruption to spearhead national anti-corruption reforms<sup>6</sup>**

### **Programme performance in 2020**

13.84 The subprogramme held the drawing of lots to select peer reviewers as part of the Mechanism for the Review of Implementation of the United Nations Convention on Corruption in a timely manner amid the global health crisis. Following approval by Member States for the meeting of the Implementation Review Group to be conducted virtually, the subprogramme successfully launched the fifth year of the Implementation Review Mechanism, thereby avoiding a potential loss of time for countries in the final year of the review process.

13.85 The subprogramme also supported States in the completion of country reviews to advance the implementation of the United Nations Convention against Corruption. The unprecedented measures taken by States parties to manage the health crisis caused by the COVID-19 pandemic have had a dual effect on the completion of country reviews under the Implementation Review Mechanism – in some instances, it allowed for accelerated finalization of executive summaries and country review reports, whereas in other instances, it had a negative impact on the pace of reviews, in particular the country visits. Among the most immediate consequences were delays in the preparation of self-assessment checklists, desk reviews and country reports, as well as the postponement of already-scheduled country visits. UNODC efforts to encourage States to participate in virtual country visits were met with reservations, with only one State under review in agreement with this adapted set-up.

13.86 The above-mentioned work contributed to the submission by 122 States parties of completed self-assessment checklists and the timely launch of the fifth and final year of the second cycle of the Implementation Review Mechanism, which met the planned target of the submission of further additional self-assessment checklists with the continued support of UNODC to States parties, resulting in the timely launch of the fifth and final year of the second cycle of the Mechanism, reflected in the proposed programme budget for 2020.

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

13.87 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 work towards the acceleration of the implementation of the Convention by assisting States to conduct the country reviews under the Implementation Review Mechanism. The expected progress is presented in the performance measure below (see table 13.11).

**Table 13.11**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
76 submissions by States parties of their completed self-assessment checklists since the start of the second cycle of the Implementation	Additional self-assessment checklists submitted by States parties with UNODC assistance	122 submissions by States parties of their completed self-assessment checklists and the timely launch of the fifth and final year	An increased number of additional checklists submitted with the continued support of UNODC to	A further increase in the number of additional checklists submitted to States parties, with a view to advancing the timely completion

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

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Review Mechanism, in 2016		of the second cycle of the Implementation Review Mechanism	States parties, with a view to advancing the timely completion of the country reviews	of the country reviews

<sup>a</sup> 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: fast-tracking the implementation of the United Nations Convention against Corruption by States parties<sup>7</sup>**

### **Programme performance in 2020**

13.88 The subprogramme has established regional platforms (South-East Asia, East Africa, South America and Mexico, and Southern Africa) composed of policy and decision makers, focusing specifically on fast-tracking the implementation of the United Nations Convention against Corruption at the global, regional and national levels, while also taking into account the outcomes of the country reviews conducted under the Implementation Review Mechanism. This approach has enabled participating States parties to identify and focus on specific priority thematic areas in their fight against corruption. It has also enabled States parties to leverage South-South cooperation for a broader range of technical assistance support. In seeking to strengthen its effectiveness, the subprogramme will continue to assist States in implementing the Convention more effectively.

13.89 During the COVID-19 pandemic, the work continued to be undertaken with participating countries remotely. In South-East Asia, the subprogramme organized training at the national and regional levels and provided national-level support in the areas of financial investigation and asset recovery, beneficial ownership, whistle-blower protection, conflict of interest and public procurement, particularly in emergency situations. In addition, three regional studies were produced, on beneficial ownership transparency and companies' registration, on the oversight systems related to increased spending owing to COVID-19 and on the utilization of digital datasets and artificial intelligence for the identification of fraud and corruption. In East Africa, capacity-building activities were conducted and mentoring and remote assistance were provided to countries with regard to public procurement and whistle-blower protection, with a focus on the health sector, financial investigations and parallel investigations linked to wildlife crime. A virtual platform to exchange and share experiences in all thematic areas of the project was piloted. In South America and Mexico, mapping/baselining activities were conducted in all nine countries at the national level and 10 national events and one regional online workshop were conducted in all thematic areas of the project. In Southern Africa, mapping/baselining activities were conducted in all eight countries at the national level and four national activities were conducted. Owing to the severity of the COVID-19 situation in the region, no work was undertaken to develop or deliver a regional workshop.

13.90 Furthermore, the subprogramme developed an increased number of knowledge products, including e-learning modules enabling the provision of remote support, given that travel restrictions were in place for most of 2020. In this regard, three e-learning courses were developed and five publications were drafted. Finally, a

<sup>7</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 16\)](#) and [A/75/6 \(Sect. 16\)/Corr.1](#)).

survey on oversight mechanisms for COVID-19 response packages was carried out in the four regions covered by the platforms.

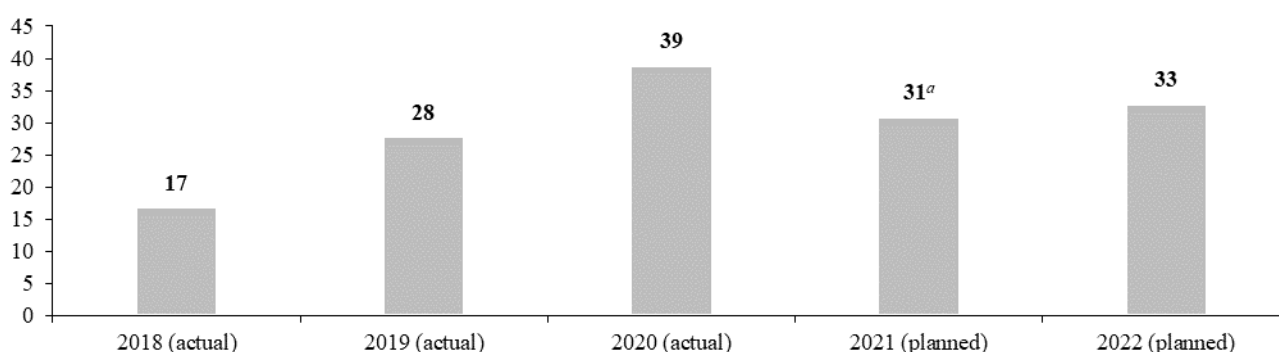
13.91 The above-mentioned work contributed to 39 country-level activities to fast-track the implementation of the Convention, which exceeded the planned target of 29 country-level activities reflected in the proposed programme budget for 2021.

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

13.92 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 its work in all thematic areas of the four regional platforms to identify common anti-corruption priorities, leverage regional capacities and knowledge, and tailor technical assistance to specific needs and thematic priorities identified in each region. The expected progress is presented in the performance measure below (see figure 13.III).

Figure 13.III

**Performance measure: number of annual country-level activities to fast-track the implementation of the United Nations Convention against Corruption**



<sup>a</sup> 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: renewed political commitment to the fight against corruption**

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

13.93 Corruption undermines governance, hinders development and has a destabilizing effect on societies through its very direct impact on the lives of citizens. It hurts most those who are disenfranchised – the poor, women and minorities – who often have to pay bribes to gain access to essential services. Corruption is an instrumental enabler in the commission of many offences, including many serious crimes. The subprogramme played a central role in improving the capacity of and cooperation among States parties in preventing and combating corruption, including by facilitating the preparatory process for the special session of the General Assembly against corruption, to be held in 2021, which resulted in a concise and action-oriented political declaration setting out a strategic and comprehensive approach for the future fight against corruption.

#### *Lessons learned and planned change*

13.94 The lesson for the subprogramme was that catalytic action is needed to effectively prevent and fight corruption globally, which calls for mainstreaming

corruption across relevant initiatives, such as the political declaration of the special session of the General Assembly against corruption, including by drawing upon the recommendations arising from the Implementation Review Mechanism. The follow-up to the special session of the General Assembly against corruption will provide an opportunity to galvanize the political will of States and will present an excellent opportunity for the international community to advance the fight against corruption. In applying the lesson, the subprogramme will extend its reach and impact by supporting the implementation of joint commitments contained in the political declaration of the special session of the General Assembly, with the objective of maximizing multiplier effects in the fight against corruption.

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

13.95 This work is expected to contribute to the objective, as demonstrated by States translating the political declaration adopted at the special session of the General Assembly against corruption in 2021 into actionable and practical measures to advance the global fight against corruption (see table 13.12).

Table 13.12  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Adoption by the General Assembly of resolution <a href="#">73/191</a> on the special session of the General Assembly against corruption	Adoption by the Conference of the States Parties to the Convention, for subsequent adoption by the General Assembly, of a resolution on the special session of the General Assembly against corruption	Adoption by the General Assembly of resolution <a href="#">74/276</a> and decision <a href="#">74/568</a> on the special session of the General Assembly against corruption	Adoption of a concise and action-oriented political declaration at the special session of the General Assembly against corruption in 2021	States translate the political declaration adopted at the special session of the General Assembly against corruption in 2021 into actionable and practical measures to advance the global fight against corruption

## Legislative mandates

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

### *Conventions*

United Nations Convention against Corruption

### *General Assembly resolutions and decisions*

<a href="#">46/152</a>	Creation of an effective United Nations crime prevention and criminal justice programme	<a href="#">65/227</a>	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
<a href="#">51/59</a>	Action against corruption		
<a href="#">61/209</a> ; <a href="#">62/202</a> ; <a href="#">63/226</a> ; <a href="#">64/237</a>	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption	<a href="#">65/230</a>	Twelfth United Nations Congress on Crime Prevention and Criminal Justice
<a href="#">65/1</a>	Keeping the promise: united to achieve the Millennium Development Goals (para. 52)	<a href="#">66/177</a>	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities



66/179; 67/184; 68/185; 69/191	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice	70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
66/181; 67/189; 68/193; 69/197; 70/178; 71/209; 72/196; 73/186; 74/177	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity	71/206; 72/192; 73/184; 74/171	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
67/192; 68/195; 69/199; 71/208; 73/190	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	73/191; 74/276	Special session of the General Assembly against corruption
		74/170	Integrating sport into youth crime prevention and criminal justice strategies
		74/172	Education for Justice and the rule of law in the context of sustainable development

### *Economic and Social Council resolutions*

2006/23; 2007/22	Strengthening basic principles of judicial conduct	2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2006/24	International cooperation in the fight against corruption		
2007/20; 2009/22; 2011/35; 2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime	2011/32	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime		

## **Deliverables**

13.97 Table 13.13 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 13.13

### **Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>80</b>	<b>80</b>	<b>100</b>	<b>80</b>
1. Note by the Secretary-General to the General Assembly on crime prevention and criminal justice	—	—	1	—
2. Reports on the sessions of the Conference of the States Parties and its subsidiary bodies	6	6	7	6
3. Thematic reports on the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	2	2	2	2
4. Regional reports of the Implementation Review Mechanism and other background documents	16	16	16	16
5. Background documents for the sessions of the Conference of the States Parties and for the subsidiary bodies of the Conference (including executive summaries of country review reports for the consideration of the Implementation Review Group)	56	56	74	56

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>42</b>	<b>24</b>	<b>58</b>	<b>42</b>
6. Meetings of the General Assembly (Third Committee) on matters relating to corruption and economic crime	1	1	1	1
7. Meetings of the Economic and Social Council	1	1	1	1
8. Meetings of the Conference of the States Parties and its subsidiary bodies	40	22	56	40
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Global Programme for the Implementation of the Doha Declaration: Towards a Culture of Lawfulness	1	1	1	—
10. Global programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
11. Expert group meetings on developing guidance or tools for specific areas of the United Nations Convention against Corruption, including based on the needs identified through the Implementation Review Mechanism	5	5	5	5
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>
12. Official publications on anti-corruption	4	4	4	3
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
13. Guidance and tools on anti-corruption	3	3	3	4

#### C. Substantive deliverables

**Consultation, advice and advocacy:** provision of training courses to 50 governmental experts to conduct reviews under the Implementation Review Mechanism, facilitation of the completion and analysis of self-assessment checklist responses, conduct of 20 country visits and drafting of country review reports and executive summaries.

**Databases and substantive digital materials:** maintenance of a database of laws and jurisprudence, as well as of non-legal knowledge relevant to the United Nations Convention against Corruption, including for issues related to asset recovery; maintenance of a database of competent authorities, asset recovery focal points and central authorities; maintenance of the online anti-corruption portal known as Tools and Resources for Anti-Corruption Knowledge; and development and maintenance of electronic tools and training materials on standards, policies, operational procedures and good practices in the implementation of the Convention by States parties.

## Subprogramme 4 Terrorism prevention

### Objective

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

### Strategy

13.99 To contribute to the objective, the subprogramme will respond to requests from Member States to provide normative and capacity-building support to prevent terrorism and violent extremism, as and when conducive to terrorism,<sup>8</sup> by initiating and supporting the development of cooperation frameworks with Member States at the national, regional and global levels. The subprogramme also plans to develop and implement results-based projects on terrorism prevention and strengthen the impact

<sup>8</sup> See General Assembly resolutions 71/209 and 72/194.

of its field delivery through coordination and integrated planning and implementation with partners that support Governments with terrorism prevention, in particular the Global Counter-Terrorism Coordination Compact and its working groups, which will help Member States to make progress towards relevant Sustainable Development Goals, including Goals 5 and 16. The subprogramme is mandated under resolutions of the General Assembly<sup>9</sup> and the Security Council,<sup>10</sup> as well as the United Nations Global Counter-Terrorism Strategy, adopted by the Assembly in 2006 in its resolution [60/288](#), and the biennial reviews of the Strategy, to deliver counter-terrorism technical assistance to requesting Member States.

13.100 The subprogramme plans to support Member States on issues related to COVID-19 by mitigating the restrictions imposed as a result of the pandemic and developing technical assistance tools and training activities in line with Member States' counter-terrorism needs in the context of COVID-19. The pandemic has had a significant impact on the terrorism landscape, and the subprogramme plans to support Member States in responding to related threats more effectively.

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

- (a) Ratification by Member States of an increased number of international legal instruments against terrorism;
- (b) Revision by Member States, accordingly, of domestic counter-terrorism legislation;
- (c) Development by Member States of strategies and action plans for combating terrorism;
- (d) Effective investigation, prosecution and adjudication of terrorism cases by criminal justice officials, in line with the relevant international legal instruments and norms, standards and good practices;
- (e) Increased national, regional and international cooperation between law enforcement and judicial entities.

## **Programme performance in 2020**

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

### **Criminal justice and law enforcement officials are equipped with counter-terrorism capacities during the pandemic**

13.103 The terrorism landscape was drastically transformed by COVID-19. The health crisis meant that the number of individuals confined to their homes and spending more time on the Internet had skyrocketed, making them more vulnerable and susceptible to recruitment and radicalization by terrorists and terrorist groups, who were also spending more time online owing to the pandemic. As a result of the pandemic, the preservation, collection and utilization of essential electronic evidence in terrorism cases has become even more critical. In response, the subprogramme has been developing new tools to offer tailored services to better address Member States' counter-terrorism needs in the context of COVID-19. For example, the subprogramme developed a space on its online Counter-Terrorism Learning Platform, known as the iRoom, to specifically address matters related to electronic evidence. The iRoom is a secure online space that acts as a

<sup>9</sup> See General Assembly resolutions [72/194](#), [72/284](#) and [74/175](#).

<sup>10</sup> See Security Council resolution [2482 \(2019\)](#) and previous related Security Council resolutions.

“one-stop shop” for technical assistance delivery and allows for the exchange of best practices, stocktaking and the development of new tools related to electronic evidence, established for prosecutors, investigators and the judiciary to collaborate on cross-border terrorism and organized crime cases involving electronic evidence.

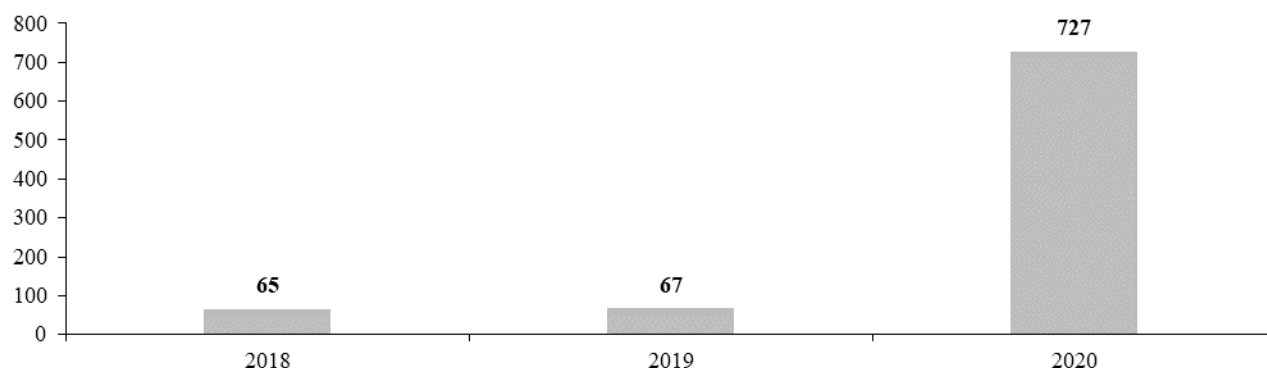
13.104 The subprogramme also continued to promote the application of international norms, standards and good practices in countering terrorism and continued to support Member States with their criminal justice responses against terrorism, in line with the United Nations Global Counter-Terrorism Strategy. The subprogramme moved the delivery of its technical assistance activities online and has trained over 2,000 criminal justice officials virtually since the outbreak of the pandemic. As part of these efforts, the subprogramme significantly scaled up the use of its online Counter-Terrorism Learning Platform. With a wide range of flexible features and tools, the Platform allows for high levels of interaction between participants and moderators and includes over 3,000 criminal justice and law enforcement officers from more than 135 countries as registered members.

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

13.105 The above-mentioned work contributed to the objective, as demonstrated by 727 criminal justice and law enforcement officers having enhanced capacities in criminal justice responses to terrorism (see figure 13.IV).

Figure 13.IV

**Performance measure: number of criminal justice and law enforcement officials with enhanced capacities in criminal justice responses to terrorism, trained via the online Counter-Terrorism Learning Platform (cumulative)**



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

13.106 Owing to the impact of COVID-19 in 2020, the subprogramme sought alternative avenues to continue to deliver technical assistance to Member States. In compliance with social distancing measures and in an effort to avoid the interruption of critical technical assistance, the subprogramme moved the delivery of its technical assistance activities online through the online Counter-Terrorism Learning Platform. Owing to travel restrictions, several activities within the framework of the Global Programme on Strengthening the Legal Regime against Terrorism that were intended to be conducted in person and could not be delivered online were postponed.

13.107 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, in order to support Nigeria in continuing its counter-terrorism efforts while adapting to the COVID-19 context, the subprogramme

developed guidelines for the Nigerian police to reduce the risk of infection while protecting the public from criminal activity, including terrorism.

## **Planned results for 2022**

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

### **Result 1: progress in the prosecution and adjudication of members of Islamic State in Iraq and the Levant (Da'esh)<sup>11</sup>**

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

13.109 The subprogramme has been building the capacity of criminal justice officials to investigate, prosecute and adjudicate terrorism in accordance with the rule of law and human rights. Despite the COVID-19 restrictions, the subprogramme delivered two training sessions on conducting and managing interviews of terrorist suspects in a human-rights compliant manner and on investigating, prosecuting and adjudicating crimes committed by Islamic State in Iraq and the Levant (Da'esh) (ISIL). The subprogramme has also been promoting the role of Iraqi women officials in countering terrorism in Iraq by developing their knowledge and capacities to prevent, counter and prosecute terrorism in Iraq, in accordance with the mandate in Security Council resolutions [1325 \(2000\)](#) and [2242 \(2015\)](#) to promote and support women's participation in peace processes.

13.110 The subprogramme also provided support in the use and promotion of alternatives to imprisonment in cases related to terrorism. In addition, the subprogramme has been providing support to judicial institutions in the liberated areas, such as the Mosul Investigative Court. Furthermore, the subprogramme initiated work to support the victims of ISIL in Iraq.

13.111 The above-mentioned work contributed to an increased number of victims of terrorism accessing the Iraqi judicial system and strengthened judicial institutions, with increased participation of women at the policy, planning and technical levels, which met the planned target of steps being taken towards the establishment of national judicial mechanisms or processes for the prosecution and adjudication of members of ISIL reflected in the proposed programme budget for 2020.

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

13.112 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 deliver tailored technical assistance to strengthen criminal justice responses to terrorism, in line with the United Nations Counter-Terrorism Strategy, and will support the victims of terrorism in Iraq through mechanisms to increase their role in criminal justice proceedings and the provision of psychological support. The expected progress is presented in the performance measure below (see table 13.14).

<sup>11</sup> As reflected in proposed programme budget for 2020 ([A/74/6 \(Sect. 16\)](#)).

Table 13.14  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Iraq requests technical assistance for the development of national judicial mechanisms to prosecute and adjudicate ISIL-related crimes	Discussions ensue on national judicial mechanisms or processes for the prosecution and adjudication of members of ISIL	Increased number of victims of terrorism accessing the Iraqi judicial system and strengthened judicial institutions, with increased participation of women at the policy, planning and technical levels	Enhanced capacity to handle domestic cases relating to ISIL while upholding fundamental rights	Cases relating to ISIL are successfully prosecuted while fundamental rights are upheld and victims of ISIL are protected

<sup>a</sup> 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 capacity of criminal justice officials to prevent terrorism<sup>12</sup>

### Programme performance in 2020

13.113 The subprogramme has been working on strengthening a criminal justice regime against terrorism that is effective and is implemented by Member States in accordance with the rule of law. The subprogramme has been providing support to authorities in Sri Lanka in developing a comprehensive policy and legislative framework for counter-terrorism that is fully compliant with the rule of law, human rights standards and fundamental freedoms. The subprogramme has also been providing training to criminal investigators, prosecutors and judges on rehabilitation and reintegration, including alternatives to imprisonment and community-based interventions; special investigative techniques for identifying and responding to harmful online content; development of a national toolkit for criminal justice practitioners based on the Practical Guide for Requesting Electronic Evidence Across Borders to suit the local context and procedures; the use and admissibility of digital evidence in investigations and court; and tailoring a regional toolkit for judges to the national context of Maldives and Sri Lanka, which included components on supporting female criminal justice practitioners in serving in the judicial system.

13.114 The above-mentioned work contributed to the certification of criminal justice officials to process terrorism cases in line with applicable international law, which met the planned target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

13.115 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 train criminal investigators, prosecutors and judges and will support inter-agency and regional cooperation among law enforcement and judicial

<sup>12</sup> As reflected in proposed programme budget for 2021 ([A/75/6 \(Sect. 16\)](#) and [A/75/6 \(Sect. 16\)/Corr.1](#)).

officials to facilitate operational information exchange and mutual legal assistance. The expected progress is presented in the performance measure below (see table 13.15).

Table 13.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	—	Criminal justice officials are certified to process terrorism cases in line with applicable international law	Officials are able to resolve and process terrorist cases in line with applicable international law, including gender norms	Meetings are held of a regional information exchange forum to strengthen inter-agency and regional cooperation among law enforcement and judicial officials

<sup>a</sup> 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: terrorists are brought to justice in line with the rule of law and human rights

#### Proposed programme plan for 2022

13.116 The right to a fair and speedy trial is paramount in ensuring access to justice. Delays in processing terrorism cases can ultimately obstruct access to justice. Thousands of people have been detained for alleged association with Boko Haram in the Lake Chad Basin countries. To help address the backlog in terrorism cases, the subprogramme has been building the capacity of the criminal justice system to effectively investigate, prosecute and adjudicate those terrorism cases with respect for human rights. This extensive assistance has included the revision of over 1,200 terrorism cases, as well as support to the criminal justice system to effectively address gender issues, including sexual and gender-based violence committed by terrorist groups.

#### *Lessons learned and planned change*

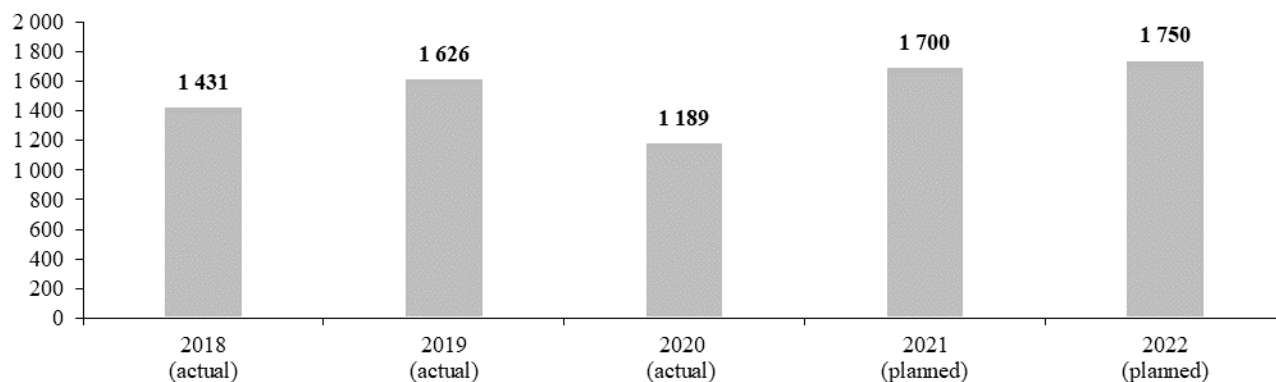
13.117 The lesson for the subprogramme was that, in addition to improving the knowledge and skills of criminal justice officials, the subprogramme must provide support to better equip criminal justice systems, in order to effectively address the backlog in terrorism cases. In applying the lesson, the subprogramme will expand its assistance to provide the necessary forensic equipment, logistics support, and policy and procedural guidance to assist criminal justice officials to more effectively put in practice the knowledge and skills gained.

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

13.118 This work is expected to contribute to the objective, as demonstrated by the number of criminal justice officials trained with regard to the investigation, prosecution and adjudication of terrorism cases (see figure 13.V).

Figure 13.V

**Performance measure: number of criminal justice officials trained annually on the investigation, prosecution and adjudication of terrorism cases**



### Legislative mandates

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

#### *General Assembly resolutions*

58/136; 59/153	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention	66/178; 68/187; 70/177; 72/194	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
		70/148	Protection of human rights and fundamental freedoms while countering terrorism
60/288	The United Nations Global Counter-Terrorism Strategy	74/175	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism
62/46	Preventing the acquisition by terrorists of radioactive materials and sources	75/145	Measures to eliminate international terrorism
62/172; 64/177	Technical assistance for implementing the international conventions and protocols related to terrorism	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
65/74; 67/51; 69/50; 71/66	Preventing the acquisition by terrorists of radioactive sources		

#### *Security Council resolutions*

1267 (1999)	2322 (2016)
1373 (2001)	2341 (2017)
1540 (2004)	2347 (2017)
1624 (2005)	2370 (2017)
2133 (2014)	2396 (2017)
2178 (2014)	2423 (2018)
2199 (2015)	2462 (2019)
2253 (2015)	2482 (2019)
2309 (2016)	



*Economic and Social Council resolutions*

2019/21 Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism

*Commission on Crime Prevention and Criminal Justice resolutions*

21/3 Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities

22/4 Enhancing the effectiveness of countering criminal threats to the tourism sector, including terrorist threats, in particular, by means of international cooperation and public-private partnerships

## Deliverables

13.120 Table 13.16 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 13.16

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

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	2	2	1	2
1. Report of the Secretary-General to the Commission on Crime Prevention and Criminal Justice	1	1	1	1
2. Report of the Secretary-General to the General Assembly	1	1	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	12	3	20	12
3. Meetings of the General Assembly and its subsidiary bodies	2	1	2	2
4. Meetings of the Security Council and its subsidiary bodies	5	2	5	5
5. Biennial review of the United Nations Global Counter-Terrorism Strategy by the General Assembly	4	–	–	4
6. Meetings of the Commission on Crime Prevention and Criminal Justice	1	–	13	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	1	1	1	1
7. Global Programme on Strengthening the Legal Regime against Terrorism	1	1	1	1
<b>Publications</b> (number of publications)	4	3	3	3
8. Handbook on promoting the use of non-custodial alternatives to pre-trial detention and imprisonment measures in terrorism cases	–	1	–	–
9. Publications, handbooks and training manuals on specific thematic issues related to counter-terrorism	3	2	2	3
10. Supporting legal responses and criminal justice capacity aimed at preventing and countering terrorism (menu of services)	1	–	1	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services on legislative drafting and strategies and plans of action; consultation on the development of technical assistance plans; advisory services on the visits of the Counter-Terrorism Committee; and substantive support to national training institutions.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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**Databases and substantive digital materials:** updating and maintenance of the SHERLOC counter-terrorism tools containing over 2,300 pieces of counter-terrorism legislation, including the database of national central authorities for counter-terrorism cases, the online Counter-Terrorism Learning Platform for over 3,200 members, the observatory of jurisprudence for the Americas and the Central Asian network to prevent terrorism.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** global parliamentary summit on terrorism; promotion of the ratification of the 19 international legal instruments related to terrorism for the Member States that have not ratified, with approximately 1,222 remaining ratifications and accessions; brochures, flyers and information kits in legal, criminal justice and related areas; and the International Day of Remembrance of and Tribute to the Victims of Terrorism.

**Digital platforms and multimedia content:** update and maintenance of the website and social media platforms.

## Subprogramme 5 Justice

### Objective

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

### Strategy

13.122 To contribute to the objective, the subprogramme will continue to promote the development of United Nations standards and norms in crime prevention and criminal justice and facilitate their application through working with all relevant sectors in national criminal justice systems and all actors involved in crime prevention and criminal justice reform.

13.123 The subprogramme will also provide assistance, upon request, to Member States, and in particular to criminal justice actors (such as the police, prosecution services, judiciary, including the juvenile justice system, lawyers, community-based experts and prison staff) by enabling knowledge transfer, supporting institution-building and providing capacity-building and technical advice. The subprogramme will also promote cooperation with other sectors, including education, health and social services. The work of the subprogramme will focus in particular on creating evidence bases for crime prevention and addressing risk factors and root causes of offending and reoffending; promoting human rights-based policing; increasing access to legal aid; strengthening the effectiveness, fairness and efficiency of criminal justice processes; developing sentencing policies and promoting the use of alternatives to imprisonment; as well as improving prison conditions, improving treatment of violent extremist<sup>13</sup> prisoners and preventing radicalization, and supporting social reintegration upon release. The subprogramme will incorporate cross-cutting issues related to victims and witnesses; gender in the criminal justice system, including violence against women; and children in the criminal justice system, including violence against children. The subprogramme will continue to share studies, good practices and information technology resources, and develop and disseminate practical tools, such as guidance notes, handbooks, training curricula and model legislation, as well as support

<sup>13</sup> The terms “violent extremist” and “violent extremism” refer to violent extremism as and when conducive to terrorism (see General Assembly resolutions [71/209](#) and [72/194](#)).

counterparts in applying these tools. This work will help Member States to make progress towards Sustainable Development Goals 5, 11 and 16.

13.124 The subprogramme plans to support Member States on issues related to COVID-19 by strengthening criminal justice systems' abilities to prepare for, respond to and recover from crisis. The subprogramme will continue to support strengthening of legal frameworks and adoption and implementation of holistic and inclusive short-term crisis strategies and related actions that ensure the continued functioning of criminal justice systems and equal access to its services, while reducing the risk of violations of the human rights of those affected disproportionately by the pandemic, in particular detainees, prisoners and victims of crime. The subprogramme will also support long-term, evidence-based and sustainable recovery measures and take into account lessons learned during the crisis on the needs of both the population and justice actors, leveraging existing capacities and using new technologies.

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

- (a) Enhanced coordination between justice actors, for example, between police officers, defence lawyers and investigating judges to address excessive and arbitrary police and pretrial detention;
- (b) Improved frequency and quality in application of alternatives to imprisonment in appropriate cases;
- (c) Improved prosecution and adjudication of cases of violence against women and girls;
- (d) Improved prevention of and responses to violence against children through crime prevention and criminal justice strategies and programmes;
- (e) Increased access to justice for the vulnerable sectors of society and increased public trust in the justice system, including through countrywide legal aid services that are accessible to all and are tailored to the rights and needs of the population;
- (f) Enhanced support for social reintegration of prisoners and prevention of recidivism;
- (g) Prevention of victimization and creation of safer communities;
- (h) Empowerment of women and girls within crime prevention and criminal justice programmes and systems.

13.126 The planned support on issues related to COVID-19 is expected to result in a reduction of the use of detention and imprisonment through strengthened functioning of and equal access to justice mechanisms, and in enhanced knowledge and capacity of justice actors to prevent and redress human rights violations and crime, counter discrimination and empower communities.

## **Programme performance in 2020**

13.127 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 access to legal aid for women offenders and victims in West Africa**

13.128 Legal aid is an essential element of a fair, humane and efficient criminal justice system that is based on the rule of law and a foundation for the enjoyment of other rights, including the right to a fair trial. Restrictions related to the COVID-19

pandemic have significantly constrained access to legal aid for victims of domestic violence, thereby rendering legal aid more pressing as a means of protection from rights violations. The subprogramme, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), reprogrammed existing joint activities on legal aid services to maintain and enhance access to justice for women and girls in Liberia, Senegal and Sierra Leone during the COVID-19 pandemic, by developing needs-based advocacy and remote training materials and providing additional funding to legal aid providers to deliver services, as feasible, to women detainees, prisoners and victims of crime.

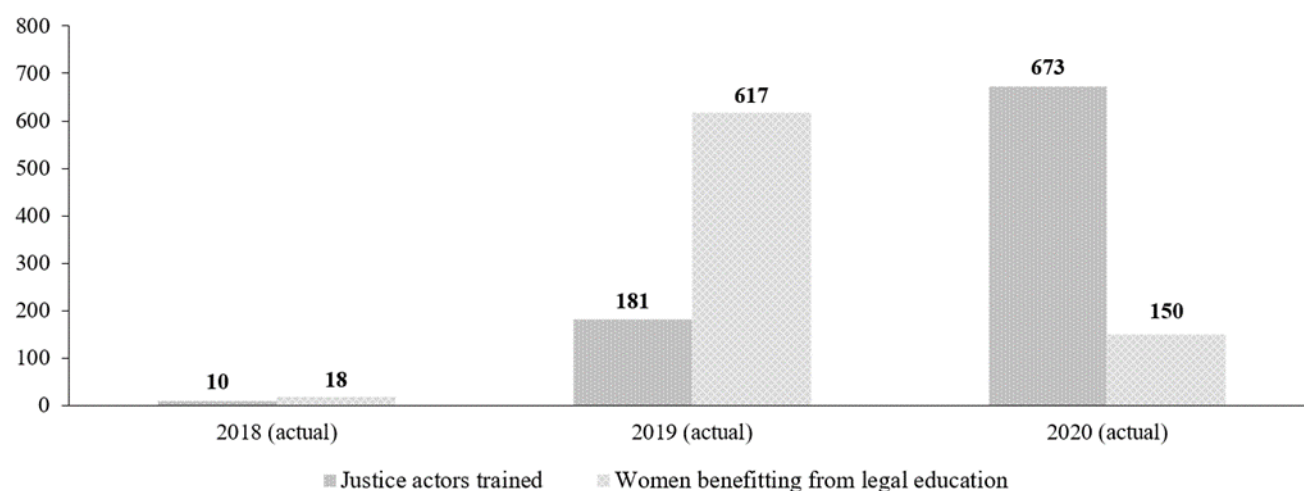
13.129 The subprogramme also promoted the establishment of alternative and remote mechanisms for women to access legal aid. For example, in Sierra Leone a free hotline for victims of domestic and sexual violence was established, in partnership with the police and the Legal Aid Board. Data collection efforts have been promoted in all three project countries in order to understand how COVID-19 is changing the nature of cases encountered. The subprogramme, in close cooperation with national and local authorities and other stakeholders, in particular paralegals, who are central to this effort, established one-stop centres that will aid in the data collection effort and enhance access to legal aid for women who come into conflict with the law. Collecting data will provide public information to key ministries, stakeholders and civil society organizations in order to promote the inclusion of women's rights in COVID-19 responses. Furthermore, the subprogramme supported legal empowerment initiatives in all target countries, as well as direct service provision by paralegals and lawyers to women detainees in police stations and to women victims of crime.

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

13.130 The above-mentioned work contributed to the objective, as demonstrated by 673 justice actors trained and 150 women benefitting from legal education (see figure 13.VI).

Figure 13.VI

**Performance measure: annual number of justice actors trained and number of women benefitting from legal education**



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

13.131 Owing to the impact of COVID-19 during 2020, the subprogramme changed the assistance provided through capacity-building and tool development by shifting

the method of delivery from in-person workshops, training and conferences to virtual meetings and webinars, and postponed those events which were thought to better function in person. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below. As all sessions of intergovernmental bodies were cancelled or postponed to 2021 owing to the pandemic, the subprogramme's activities for servicing these bodies' meetings were limited to development of selected parliamentary documentation such as working papers and activity reports.

13.132 At the same time, however, the subprogramme identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely timely development of up-to-date support by issuing guidance notes and operational advice, including on COVID-19 preparedness and responses in prisons; capacity-building through online training programmes; development of e-learning courses on pressing issues such as violence against children; and organization of virtual meetings and conferences to disseminate knowledge and encourage exchange of experience among countries, including on human rights-based policing, restorative justice programmes and restorative justice approaches to teaching criminal justice, as well as a global webinar series on gender-responsive criminal justice and prison reform. The subprogramme also assessed the impact of COVID-19 on crime prevention and criminal justice responses to gender-based violence against women and girls and approaches to apply non-custodial measures to decongest prisons and detention facilities. The subprogramme also changed the focus of some activities from capacity-building to direct financial assistance to service providers. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

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

### **Result 1: helping women prisoners in the Plurinational State of Bolivia prepare for their lives after prison<sup>14</sup>**

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

13.134 The subprogramme has developed and implemented a vocational training programme, in collaboration with the Ministry of Education, for female prisoners from two prisons in La Paz on construction techniques, as the construction sector in the Plurinational State of Bolivia is growing and has a high demand for qualified female workers. In 2020, no additional female prisoners were trained on construction techniques; however, the subprogramme continued to liaise with prison administrations to prepare female prisoners for their release with a view to strengthening their employability upon release.

13.135 The above-mentioned work contributed to no additional female prisoners being trained and/or released, which did not meet the planned target of training 20 prisoners in 2020 reflected in the proposed programme budget for 2020. Challenges were experienced owing to the impact of COVID-19 on in-person gatherings and holding individual meetings with prisoners to prepare them for their release. The

<sup>14</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

project activities had to stall in early 2020 as all activities in prisons were suspended by the authorities.

### Proposed programme plan for 2022

13.136 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 awareness-raising and training activities for prison administrations and policymakers across all regions. The expected progress is presented in the updated performance measure below (see table 13.17).

Table 13.17

### Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	10 female prisoners trained and/or employed after release	No additional female prisoners trained and/or employed after release	10 female prisoners trained and/or employed after release	Number of prison staff and policymakers in requesting Member States trained

<sup>a</sup> 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: communities are more resilient to crime and violence<sup>15</sup>

### Programme performance in 2020

13.137 The subprogramme has supported Member States in developing and introducing policies and programmes that help to prevent crime. In 2020, it expanded the knowledge-base for crime prevention policies and programmes in Mexico, and developed and assessed dedicated strategies at the State and city levels, including with regard to the prevention of violence against women. The subprogramme also provided input and suggestions for the development of a draft law on crime prevention in Kyrgyzstan and continued its technical assistance activities in several other Member States, including Lebanon, Peru and Uzbekistan, to facilitate the use of sport-based crime prevention initiatives in the context of youth-focused programmes. The subprogramme also provided technical assistance to the State of Palestine, including capacity-building and awareness-raising activities on sport-based youth crime prevention as well as the provision of sports equipment to schools to enhance access to sport and safe spaces for youth development. Furthermore, the subprogramme supported Member States in making their policing more community-oriented and developed technical tools to guide States in their efforts to implement local crime prevention strategies, including manuals on restorative justice and the use of sport for the prevention of violent extremism.<sup>16</sup>

13.138 The above-mentioned work contributed to the development and implementation of gender-sensitive crime prevention policies and programmes in five States, which met the planned target for 2020 reflected in the proposed programme budget for 2021, despite implementation challenges related to COVID-19.

<sup>15</sup> As reflected in the proposed programme budget for 2020 (A/75/6 (Sect. 16) and A/75/6 (Sect. 16)/Corr.1).

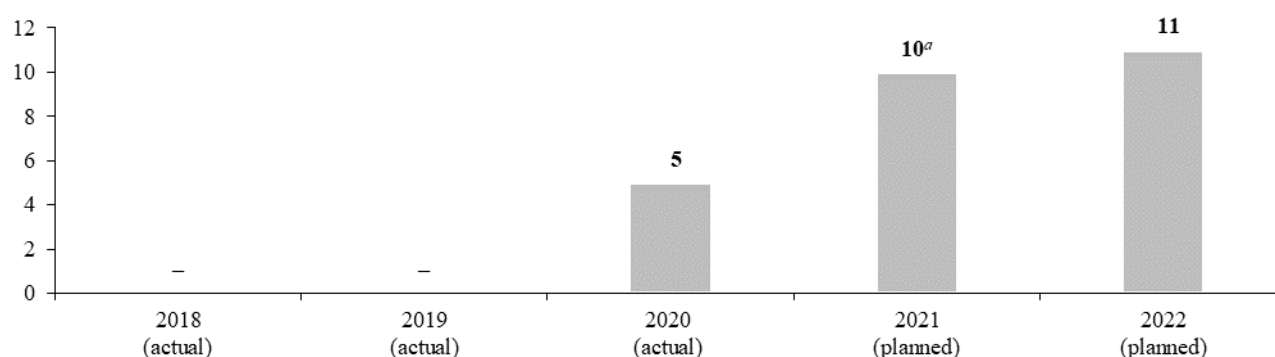
<sup>16</sup> The term "violent extremism" refers to violent extremism as and when conducive to terrorism (see General Assembly resolutions 71/209 and 72/194).

### Proposed programme plan for 2022

13.139 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 scale up its technical assistance through virtual and in-person capacity-building and other activities to strengthen Member States' capacity to prevent crime effectively, involving criminal justice practitioners, including law enforcement, as well as other government entities and civil society. The expected progress is presented in the performance measure below (see figure 13.VII).

Figure 13.VII

**Performance measure: number of States that develop and implement gender-sensitive crime prevention policies and programmes with the support of UNODC (cumulative)**



<sup>a</sup> 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: people in contact with the criminal justice system have increased access to justice services

#### Proposed programme plan for 2022

13.140 Access to justice is a key component of a fair, humane, effective and efficient criminal justice system and a central component of the 2030 Agenda. COVID-19 created unprecedented challenges for criminal justice systems to be able to provide equal access to justice, especially as courts were closed, while social distancing measures were imposed and strictly enforced by the police. The subprogramme has focused on promoting human rights-based policing, as well as access to legal aid, use of restorative justice programmes and access to justice for victims of crime. On the basis of the relevant United Nations standards and norms in crime prevention and criminal justice, the subprogramme has worked with actors from criminal justice institutions, civil society, academia and the private sector in awareness-raising; developing strategies and interventions; reform of mechanisms, laws and policies; data collection and analysis; and tool development, knowledge transfer and capacity-building to provide access to justice for all.

#### *Lessons learned and planned change*

13.141 The lesson for the subprogramme was that it needed to rethink how to more effectively transfer its wealth of guidance and knowledge to leverage its mandate, which covers both supporting State authorities in preventing and responding to crime and violence and ensuring that the rights of groups with specific needs are respected and essential services are provided, to address the risks and challenges posed by the pandemic. In applying the lesson, the subprogramme will use its acquired expertise in

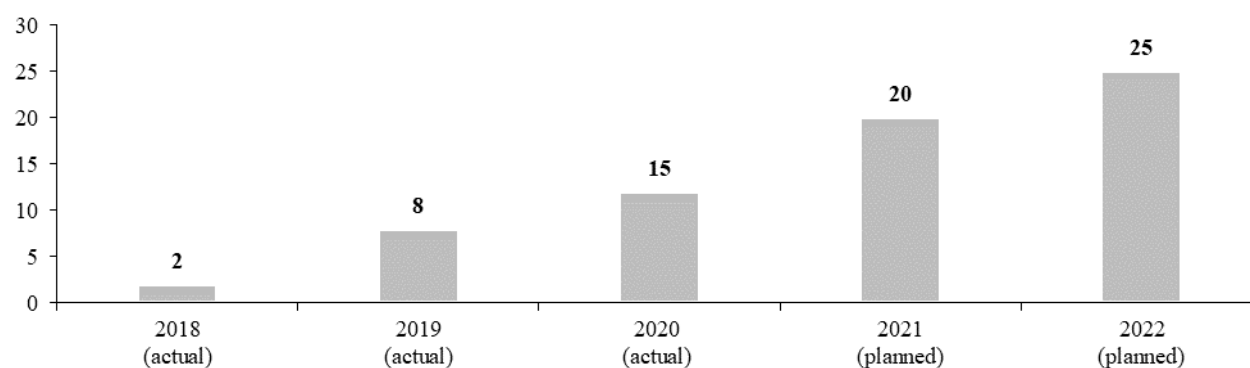
linking the different mandate areas together. It will increase its support so as to: (a) empower communities to achieve access to justice for all, including by promoting human rights-based and community-oriented policing, legal empowerment campaigns to inform people of their rights and how to access them, and capacity-building for delivery of specialized legal aid services for victims of crime and women and girls; (b) reduce rates of police and pretrial detention, including through enhancing capacity and knowledge to ensure access to quality legal aid services, advisory services and capacity-building for the police, technical assistance aimed at strengthening internal and external police oversight mechanisms, support for coordination between the police and prosecution and other justice actors, and more effective investigations; and (c) improve access to fair and effective restorative justice programmes, including through reviewing and supporting legislative reform to develop or expand national restorative justice programmes, assisting in establishing, implementing and improving restorative justice programmes, and enhancing the capacity of restorative justice practitioners to deliver services. It will also put measures in place to ensure efforts are evidence- and needs-based, so as to enable recovery plans to truly reach and secure the rights of those who are at risk of being left furthest behind. This will be done in a holistic manner using a people-centred approach through provision of support for drafting and revising legislation and for developing inclusive and gender-sensitive policies and other reform outcomes that facilitate increased access to justice, as well as capacity-building and dissemination of knowledge to improve the skills of justice actors to resolve the justice problems of the population, particularly for vulnerable groups.

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

13.142 This work is expected to contribute to the objective, as demonstrated by an increase in the number of Member States implementing activities to increase equal access to justice for all (see figure 13.VIII).

Figure 13.VIII

**Performance measure: number of Member States implementing activities to increase equal access to justice for all (cumulative)**



### Legislative mandates

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

*Conventions*

Convention on the Elimination of All Forms of Discrimination  
against Women

Convention on the Rights of the Child



*General Assembly resolutions*

34/169	Code of Conduct for Law Enforcement Officials	56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)	57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power		
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment	60/177 <sup>18</sup>	Follow-up to the Eleventh United Nations Congress on Crime Prevention and Criminal Justice
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)	65/228	Strengthening crime prevention and criminal justice responses to violence against women
45/111	Basic Principles for the Treatment of Prisoners	65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)	65/230	Twelfth United Nations Congress on Crime Prevention and Criminal Justice
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty	67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
45/116	Model Treaty on Extradition		
45/117	Model Treaty on Mutual Assistance in Criminal Matters	67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters		
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released	67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
46/152	Creation of an effective United Nations crime prevention and criminal justice programme	67/188; 68/190; 69/192	Standard Minimum Rules for the Treatment of Prisoners
48/104	Declaration on the Elimination of Violence against Women	67/191	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders
51/59 <sup>17</sup>	Action against corruption		
51/60	United Nations Declaration on Crime and Public Security	68/189	Model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice
52/86	Crime prevention and criminal justice measures to eliminate violence against women		
55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century	69/194	United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice
55/89; 74/143	Torture and other cruel, inhuman or degrading treatment or punishment	70/174	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders	70/175	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
		70/176	Taking action against gender-related killing of women and girls

<sup>17</sup> In particular the annex, entitled "International Code of Conduct for Public Officials".

<sup>18</sup> In particular the annex, entitled "Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice".

71/256	New Urban Agenda	73/262; 74/137	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
72/193	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)		
73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment	74/127	Violence against women migrant workers
73/155; 74/133	Rights of the child	74/134	The girl child
73/184; 74/171	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	74/170	Integrating sport into youth crime prevention and criminal justice strategies
		74/172	Education for justice and the rule of law in the context of sustainable development
73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
73/207; 74/191	The rule of law at the national and international levels	S-30/1	Our joint commitment to effectively addressing and countering the world drug problem

*Economic and Social Council resolutions and decisions*

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners	1997/36	International cooperation for the improvement of prison conditions
1984/50; 1996/15	Safeguards guaranteeing protection of the rights of those facing the death penalty	1998/21 <sup>20</sup>	United Nations standards and norms in crime prevention and criminal justice
1989/57; 2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	1998/22	Status of foreign citizens in criminal proceedings
1989/60	Procedures for the effective implementation of the Basic Principles on the Independency of the Judiciary	1998/23 <sup>21</sup>	International cooperation aimed at the reduction of prison overcrowding and the promotion of alternative sentencing
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials	1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
		1999/25	Effective crime prevention
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty	1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1989/65	Effective prevention and investigation of extralegal, arbitrary and summary executions	1999/27 <sup>22</sup>	Penal reform
1995/9	Guidelines for the prevention of urban crime	1999/28	Administration of juvenile justice
1997/28	Firearm regulation for purposes of crime prevention and public health and safety	2002/12	Basic principles on the use of restorative justice programmes in criminal matters
1997/29	Measures on the prevention and control of illicit trafficking in motor vehicles	2002/13; <sup>23</sup> 2005/22	Action to promote effective crime prevention
		2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
1997/30 <sup>19</sup>	Administration of juvenile justice	2004/28	United Nations standards and norms in crime prevention and criminal justice
1997/31	Victims of crime and abuse of power		

<sup>19</sup> In particular the annex, entitled "Guidelines for Action on Children in the Criminal Justice System".

<sup>20</sup> In particular the annex, entitled "Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power".

<sup>21</sup> In particular the annex, entitled "Kadoma Declaration on Community Service".

<sup>22</sup> In particular the annex, entitled "Arusha Declaration on Good Prison Practice".

<sup>23</sup> In particular the annex, entitled "Guidelines for the Prevention of Crime".

2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988	2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
		2008/24	Strengthening prevention of urban crime: an integrated approach
		2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime		
2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform	2013/33	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
		2014/21	Strengthening social policies as a tool for crime prevention
2006/20	United Nations standards and norms in crime prevention	2016/17	Restorative justice in criminal matters
		2016/18	Mainstreaming holistic approaches in youth crime prevention
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment	2017/16	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
2006/23 <sup>24</sup>	Strengthening basic principles of judicial conduct		
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction	2017/19	Promoting and encouraging the implementation of alternatives to imprisonment as part of comprehensive crime prevention and criminal justice policies
2006/29	Crime prevention and criminal justice responses to violence against women and girls	2019/21	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice	Decision 2005/247	Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty
2007/22	Strengthening basic principles of judicial conduct		
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination		

*Commission on Crime Prevention and Criminal Justice resolutions and decisions*

17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services	21/2	Countering maritime piracy, especially off the coast of Somalia and in the Gulf of Guinea
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings	22/6	Promoting international cooperation and strengthening capacity to combat the problem of transnational organized crime committed at sea
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety	25/2	Promoting legal aid, including through a network of legal aid providers
19/6	Countering maritime piracy off the coast of Somalia	27/6	Restorative justice
		28/1	Strengthening the engagement of all members of society in crime prevention
20/5	Combating the problem of transnational organized crime committed at sea	Decision 19/1	Strengthening crime prevention and criminal justice responses to counterfeiting and piracy
21/1	Strengthening Government oversight of civilian private security services and the contribution of such services to crime prevention and community safety		

<sup>24</sup> In particular the annex, entitled “Bangalore Principles of Judicial Conduct”.

*Commission on Narcotic Drugs resolutions*

55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety	59/4	Development and dissemination of international standards for the treatment of drug use disorders
58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature	59/5	Mainstreaming a gender perspective in drug-related policies and programmes
		59/7	Promotion of proportionate sentencing for drug-related offences of an appropriate nature in implementing drug control policies

**Deliverables**

13.144 Table 13.18 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 13.18

**Subprogramme 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>
1. Reports for the Commission on Crime Prevention and Criminal Justice	2	1	1	1
2. Working papers for the United Nations congresses on crime prevention and criminal justice	2	2	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>–</b>	<b>1</b>	<b>1</b>
3. Meetings of the Commission on Crime Prevention and Criminal Justice	1	–	1	1
4. Meetings of the United Nations congresses on crime prevention and criminal justice	2	–	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
5. Global projects to support Member States in the field of crime prevention and criminal justice	4	4	5	5
<b>Seminars, workshops and training events</b> (number of days)	<b>40</b>	<b>74</b>	<b>40</b>	<b>40</b>
6. Training courses, seminars and workshops on crime prevention and criminal justice	40	74	40	40
<b>Publications</b> (number of publications)	<b>2</b>	<b>6</b>	<b>2</b>	<b>3</b>
7. Criminal justice handbook series	2	6	2	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> substantive and technical support (remotely and in-person) on crime prevention and criminal justice to 60 Member States, other relevant organizations and agencies and 15 national and regional programmes; and guidance on best practices in crime prevention and criminal justice reform.				

## **Subprogramme 6**

### **Research, trend analysis and forensics**

#### **Objective**

13.145 The objective, to which this subprogramme contributes, is to ensure that Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation.

#### **Strategy**

13.146 To contribute to the objective, the subprogramme will continue to provide timely and accurate statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions through the production of global and thematic reports, an online monitoring platform and a data-sharing portal. Through strengthened research capacity in the field and technical oversight at headquarters, the subprogramme will improve the quality and relevance of the evidence it generates resulting in better designed programmes and improved impact assessment of interventions. The subprogramme will also continue to support countries in the collection of and reporting on data regarding drugs and crime, as required to monitor progress against certain Sustainable Development Goals and targets, in particular Goals 3 and 16, as they relate to drug use, trafficking, illicit financial flows, justice, crime and crime-related violence.

13.147 The subprogramme also plans to provide support and capacity-building to Member States, upon request, to produce, disseminate and analyse drug and crime data and statistics, including targeted assistance to increase their capacity to produce data and monitor progress towards relevant Sustainable Development Goals. The subprogramme will also assist Member States, upon request, in identifying trends, emerging issues and priorities in drugs, crime and corruption.

13.148 The subprogramme will also ensure that Member States have access to and use quality forensic and scientific services in support of their efforts to counter drugs, crime and terrorism. It will provide technical assistance and expert advice to drug-testing laboratories, forensic institutions and Member States, assisting in forensics standard setting and the exchange of quality forensic data and services for policymaking and decision-making. In addition, the subprogramme will provide scientific support to the three governing bodies under the international drug conventions, namely the Commission on Narcotic Drugs, the International Narcotics Control Board and WHO.

13.149 The subprogramme plans to support Member States on issues related to COVID-19 by producing knowledge and tools on drugs and crime that are based on existing deliverables and adapted to support national and multilateral responses to the COVID-19 recovery, including the use of new modalities for the delivery of its scientific and forensic services. By providing data and analysis to spur transformative change, as agreed upon by Member States, the subprogramme will provide support for addressing the most pressing policy needs in view of informing the COVID-19 recovery.

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

- (a) Enhanced knowledge among Member States, the international community and other relevant stakeholders on formulating strategic responses to existing and emerging drugs and crime issues;

(b) Increased capacity of Member States to produce and analyse statistical data on trends, including trends in specific and emerging drugs and crime issues;

(c) Improved scientific and forensic capacity of forensic service providers to meet internationally accepted standards of performance through quality assurance;

(d) Enhanced scientific and forensic capacity of institutions in receipt of UNODC assistance.

13.151 The planned support on issues related to COVID-19 is expected to result in:

(a) Increased knowledge of Member States on challenges related to drugs and crime that may have the potential to slow down the COVID-19 recovery;

(b) Recovery policies and programmes which integrate drugs and crime issues.

### **Programme performance in 2020**

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

#### **Front-line law enforcement officers trained on correct use of personal protective equipment**

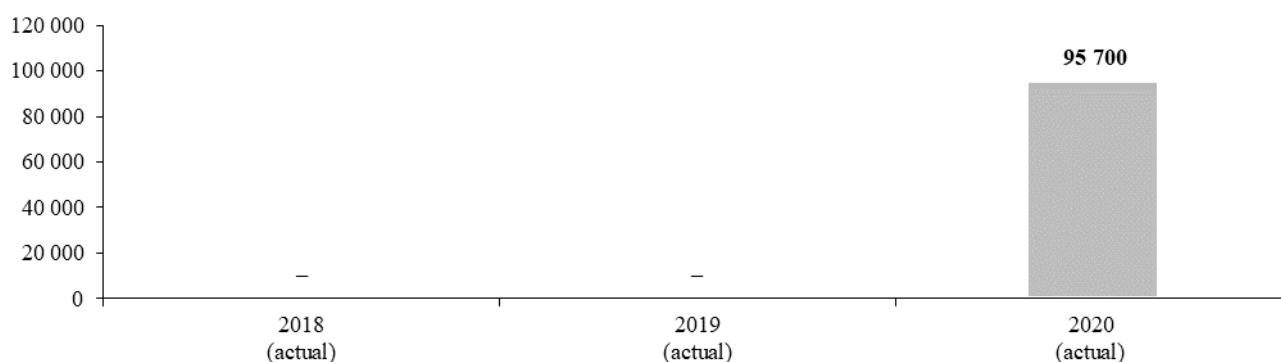
13.153 Based on the nature of law enforcement operations, the potential for front-line officers to be exposed to COVID-19 during the execution of their routine duties has increased significantly. The safety procedures, protocols and measures taken to protect officers from risk of exposure when handling dangerous or toxic substances can also protect them from exposure to communicable diseases such as COVID-19. In order to offer practical information and guidance to help protect front-line officers from risk of exposure and prevent the spread of COVID-19, while enabling them to carry out their operational duties, the subprogramme has adapted the content of its guidelines for the safe handling of substances and management of exposure risk for law enforcement and customs officers to produce a seven-part series of instructional videos on the appropriate use of, removal and decontamination of personal protective equipment. These videos cover topics from the correct use and removal of appropriate masks and gloves to complete chemical and particulate personal protective equipment ensembles. Personalized kits containing all the essential elements of this equipment have also been developed to be provided as part of training courses on safe handling to law enforcement, customs officers and forensic personnel to be delivered in person and using virtual reality technology. The video series was disseminated using social media and through a number of webinars and virtual meetings.

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

13.154 The above-mentioned work contributed to the objective, as demonstrated by 95,700 views of the video series on the correct use and removal of personal protective equipment (see figure 13.IX).

Figure 13.IX

**Performance measure: number of views of video series on correct use and removal of personal protective equipment**



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

13.155 Owing to the impact of COVID-19 during 2020, the subprogramme postponed training activities planned for 2020 in the United Nations Narcotics Laboratory, but developed and delivered virtual training courses in forensics instead.

13.156 At the same time, however, the subprogramme identified new and modified activities and accelerated the implementation of planned activities to support Member States on issues related to the COVID-19 pandemic within the overall scope of its objectives, namely the production of dedicated briefs on the impact of COVID-19 on drugs, organized crime, trafficking in persons and smuggling of migrants. In addition, topics related to COVID-19 were included in the *World Drug Report 2020* and the *World Wildlife Crime Report 2020: Trafficking in Protected Species*. The subprogramme also developed a special module of the United Nations Toolkit on Synthetic Drugs focusing on the impact of the COVID-19 pandemic on the opioid crisis and global responses and a video series on the correct use and removal of various items of personal protective equipment. The deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

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

### **Result 1: estimating the number of hidden victims of trafficking in persons<sup>25</sup>**

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

13.158 The subprogramme has continued to promote the multiple systems estimation methodology as a sound way for Member States to estimate human trafficking victimization and report on Sustainable Development Goal indicator 16.2.2. The subprogramme also started the elaboration of written guidance for countries that wish to undertake national studies to estimate the prevalence of trafficking in persons.

<sup>25</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

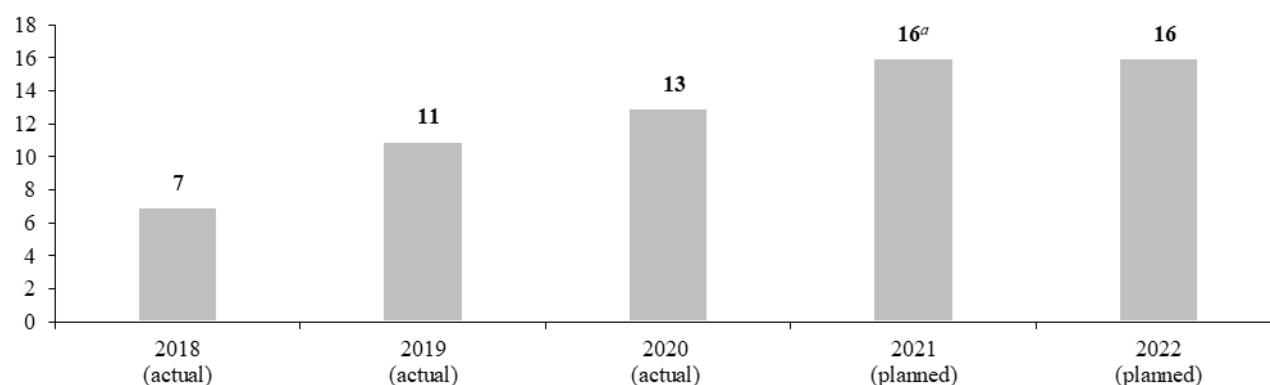
13.159 The above-mentioned work contributed to the initiation of studies to estimate the prevalence of trafficking in persons, including non-detected victims, by 13 countries, which did not meet the target of 15 countries reflected in the proposed programme budget for 2020. The planned 2020 target could not be met owing to travel restrictions related to COVID-19, preventing direct engagement with government counterparts and other stakeholders to build relationships of trust, which is crucial to studies that involve the collection and sharing of microdata on a particularly sensitive group of people, namely trafficking victims.

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

13.160 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 work with Member States, upon request, and initiate new studies to estimate the hidden victims of trafficking in persons, tailored to the situation in the given country. The expected progress is presented in the performance measure below (see figure 13.X).

Figure 13.X

**Performance measure: number of countries initiating studies to estimate the prevalence of trafficking in persons, including non-detected victims (cumulative)**



<sup>a</sup> 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: countries more effectively respond to the threat posed by synthetic drugs<sup>26</sup>**

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

13.161 The subprogramme has developed three new specialized modules of the United Nations Toolkit on Synthetic Drugs, namely, postal security, access to medicines while preventing their diversion, and a special module focusing on the impact of COVID-19 on the opioid crisis and global responses. The subprogramme has also developed a dedicated website for the toolkit allowing Member States to access resources and facilitating their interaction with the guidance and tools provided.

<sup>26</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 16) and A/75/6 (Sect. 16)/Corr.1).



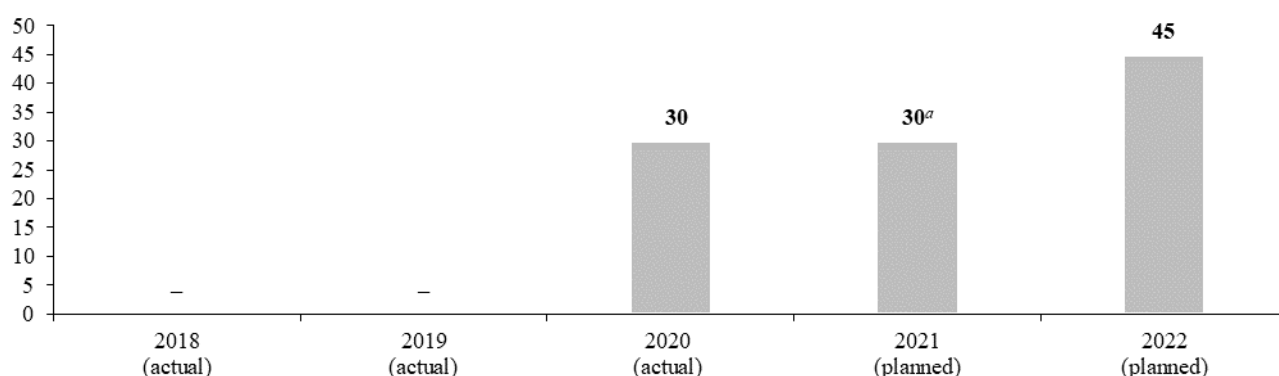
13.162 The above-mentioned work contributed to the strengthened response to synthetic drugs by 30 countries through accessing the toolkit, which exceeded the planned target of 15 countries reflected in the proposed programme budget for 2021.

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

13.163 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 target 45 additional countries and further develop three additional specialized toolkit modules to address the challenges of the complex drug markets involving the use of the Internet and the darknet, the use of cyberspace and cryptocurrencies, and the shipping of synthetic drugs using air cargo. The expected progress is presented in the performance measure below (see figure 13.XI).

Figure 13.XI

**Performance measure: expected annual growth in the number of countries strengthening their responses to synthetic drugs**



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

### **Result 3: more timely responses by Member States to drug trends and emerging issues through an expanded monitoring platform**

#### **Proposed programme plan for 2022**

13.164 For effective responses at the national, regional and global levels, countries need timely and relevant information on drug markets, which are rapidly evolving, expanding and becoming increasingly complex. Latest trends, such as the multifaceted global opioid crisis, the growing market for new psychoactive substances, the rapid rise in the non-medical use of pharmaceutical drugs and the impact of the COVID-19 pandemic on drug markets, demonstrate the need for rapid, evidence-based responses. To address this issue, the subprogramme has developed an online monitoring platform that uniquely collects real-time data on seizures of all types of drugs, building on and expanding the Drugs Monitoring Platform and complementing other existing monitoring systems, to increase timeliness, relevance, accessibility and usability of drug seizure data.

#### *Lessons learned and planned change*

13.165 The lesson for the subprogramme was that current monitoring systems could not provide timely data and evidence to capture the impact of phenomena such as COVID-19 on drugs and related crime and organized crime. In applying the lesson, the subprogramme will accelerate the development of the online monitoring platform

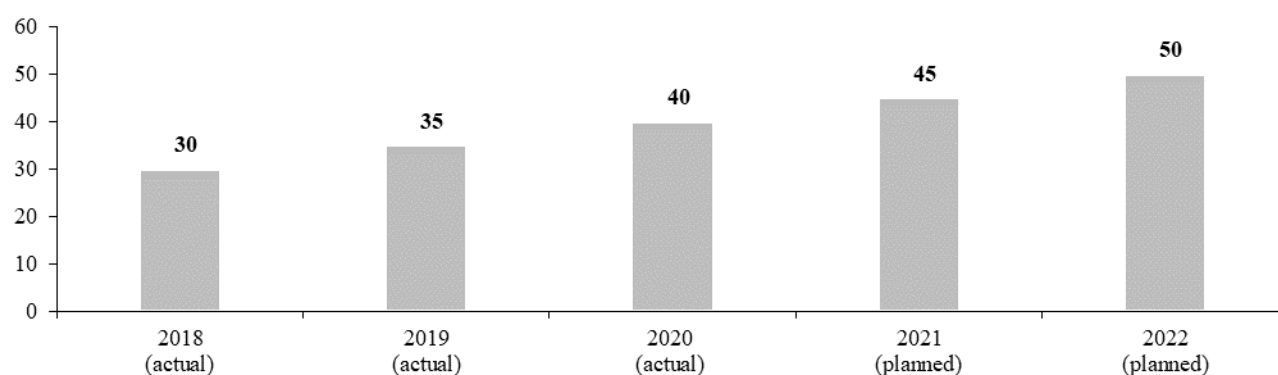
and integrate traditional data sources with innovative solutions based on big and smart data that build on new technologies and methodologies.

*Expected progress towards the attainment of the objective, and performance measure*

13.166 This work is expected to contribute to the objective, as demonstrated by an increased number of entities using the online monitoring platform, including ministries, national, regional and international agencies and specialized agencies and programmes, which will generate prompt and timely responses based on improved detection, processing and visualization of drug trafficking trends and threats (see figure 13.XII).

Figure 13.XII

**Performance measure: number of entities using the monitoring platform for timely information on drugs (cumulative)**



## Legislative mandates

13.167 The list below provides all mandates entrusted to the subprogramme.

### *Conventions*

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on Psychotropic Substances of 1971

### *General Assembly resolutions*

834 (IX)	United Nations Narcotics Laboratory	56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
1395 (XIV)	Technical assistance in narcotics control		
45/179	Enhancement of the United Nations structure for drug abuse control	61/183; 69/201; 70/182	International cooperation against the world drug problem
46/152	Creation of an effective United Nations crime prevention and criminal justice programme	64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
48/12	Measures to strengthen international cooperation against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities	68/186	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
49/168; 52/92	International action to combat drug abuse and illicit production and trafficking	70/176	Taking action against gender-related killing of women and girls

72/197	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues	75/196	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
73/343	Tackling illicit trafficking in wildlife	75/198	International cooperation to address and counter the world drug problem
75/158	Trafficking in women and girls	S-20/2	Political Declaration
		S-20/4 <sup>27</sup>	Measures to enhance international cooperation to counter the world drug problem
		S-30/1	Our joint commitment to effectively addressing and countering the world drug problem

### *Economic and Social Council resolutions*

1984/48	Crime prevention and criminal justice in the context of development	2011/36	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
1988/9	International Conference on Drug Abuse and Illicit Trafficking	2012/19	Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
1988/13	Strengthening of cooperation and coordination in international drug control	2013/37; 2015/24	Improving the quality and availability of statistics on crime and criminal justice for policy development
1993/40	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances	2013/40	Crime prevention and criminal justice responses to illicit trafficking in protected species of wild fauna and flora
1997/41	Implementation of comprehensive measures to counter the illicit manufacture, trafficking and abuse of amphetamine-type substances and their precursors	2013/41; 2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs	2013/42	United Nations Guiding Principles on Alternative Development
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice	2018/17	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime	2019/23	Combating transnational organized crime and its links to illicit trafficking in precious metals and illegal mining, including by enhancing the security of supply chains of precious metals
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime		

### *Commission on Crime Prevention and Criminal Justice resolutions*

19/5	International cooperation in the forensic field	21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities
20/4	Promoting further cooperation in countering transnational organized crime		

### *Commission on Narcotic Drugs resolutions and decisions*

1 (XXXIII)	Cooperation in the strengthening of action against the illicit drug traffic through training in the African region	1 (XXXIX)	Scientific and technical cooperation in the control of drug abuse and illicit trafficking: development of drug profiling/signature analysis in support of a scientific approach to law enforcement
12 (XXXVIII)	Scientific and technical cooperation in the control of drug abuse and illicit trafficking	42/3	Monitoring and verification of illicit cultivation

<sup>27</sup> In particular the Action Plan against Illicit Manufacture, Trafficking and Abuse of Amphetamine-type Stimulants and Their Precursors contained therein.

44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed	58/9	psychoactive substances and incidents involving such substances
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation		Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions	58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine
50/4	Improving the quality and performance of drug analysis laboratories	59/3	Promoting informal networking within the scientific community and the sharing of scientific evidence-based findings that may inform policies and practices to address the world drug problem
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis	59/8	Promotion of measures to target new psychoactive substances and amphetamine-type stimulants
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories	60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances
53/7	International cooperation in countering the covert administration of psychoactive substances related to sexual assault and other criminal acts	61/3	Laboratory support for the implementation of the scheduling decisions of the Commission on Narcotic Drugs
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists	61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes	61/9	Protecting children from the illicit drug challenge
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	62/2	Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it	62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances	63/1	Promoting efforts by Member States to address and counter the world drug problem, in particular supply reduction-related measures, through effective partnerships with private sector entities
55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings	63/2	Promoting and improving the collection and analysis of reliable and comparable data to strengthen balanced, integrated, comprehensive, multidisciplinary and scientific evidence-based responses to the world drug problem
56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances		Promoting alternative development as a development-oriented drug control strategy
56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling	63/5	Strengthening the subsidiary bodies of the Commission on Narcotic Drugs
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem	Decision 60/1	Improved and streamlined annual report questionnaire
57/9	Enhancing international cooperation in the identification and reporting of new	Decision 63/15	

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

5/4 Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition

## Deliverables

13.168 Table 13.19 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 13.19

**Subprogramme 6: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report to the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
2. Report to the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
3. Meetings of the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
4. Meetings of the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
5. Workshops/training courses on drug control, crime prevention and forensics	10	10	10	10
<b>Publications</b> (number of publications)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
6. Research publications on drug control and crime prevention	5	5	5	5
7. Forensic publications on drug control and crime prevention	4	4	4	4
8. Journals on narcotics, and crime and society	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
9. Technical research materials on the monitoring of illicit drug crops	5	5	5	5
10. Technical forensic materials on drug control and crime prevention	9	9	9	9
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation, advice and advocacy, advisory services, support and information to Governments, international, regional and national organizations, institutions and laboratories on drugs and crime statistics and on forensics.				
<b>Databases and substantive digital materials:</b> international statistics on crime, based on responses to the annual crime trend survey; international statistics on illicit drugs; online database of individual drug seizures (40,000 visits per year); and early warning advisory on new psychoactive substances (3,000 sessions per month, 30 news clips/alerts per year).				

## **Subprogramme 7**

### **Policy support**

#### **Objective**

13.169 The objective, to which this subprogramme contributes, is to advance institutional reform and strengthen policy and operational responses by Member States on drug control, crime prevention and criminal justice.

#### **Strategy**

13.170 To contribute to the objective, the subprogramme will provide assistance to headquarters and field-based offices related to supporting institutional reforms and ensuring policy coherence through strengthening policy dialogue and enhancing interdivisional coordination. The subprogramme will also provide assistance in the development of United Nations Sustainable Development Cooperation Frameworks, upon request. In addition, the subprogramme will continue to institutionalize a results-based management culture across UNODC by providing technical advice and capacity-building with a view to further strengthening transparency and accountability in UNODC interventions. Furthermore, the subprogramme will, as necessary, undertake policy analysis and coordinate with other United Nations agencies on emerging issues related to drugs, crime, corruption and terrorism.

13.171 The subprogramme will strengthen strategic engagement with Member States, regional entities and United Nations system and multilateral bodies in promoting the rule of law, security and justice under the framework of the 2030 Agenda and build the capacity of civil society, academia and the private sector to assist Member States in meeting their obligations. Furthermore, the subprogramme will conduct dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources and carry out targeted advocacy and communication activities through the use of traditional and new media in substantive areas such as combating transnational organized crime, trafficking in drugs and corruption. This will help Member States to make progress towards Sustainable Development Goals 16 and 17.

13.172 The above-mentioned work is expected to result in increased awareness of and capacity by Member States to:

- (a) Address the interlinked issues of drugs, crime, corruption and terrorism at the global, regional, national and local levels, in partnership with United Nations country teams and through the relevant United Nations Sustainable Development Cooperation Frameworks that reflect UNODC mandates;
- (b) Implement mandated areas of the international normative framework that address cross-cutting systemic issues, such as corruption and economic crime;
- (c) Ensure that issues related to drugs, crime and terrorism are reflected within the broader national programmes for development.

#### **Programme performance in 2020**

13.173 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Timely and effective information for a better COVID-19 response

13.174 During 2020, the subprogramme focused on communicating support by UNODC in response to the COVID-19 pandemic. With an overarching emphasis on the importance of addressing the pandemic in specific pockets of vulnerability, the subprogramme created a dedicated webpage on the corporate UNODC website, as a one-stop shop for all information about UNODC activities and materials related to COVID-19. This included policy documents, technical guidance, social media content and opinion pieces on a wide range of issues under the UNODC mandate. This page has also been linked to the main United Nations COVID-19 website, making it easier for Member States and the broader public to access all relevant information with one click.

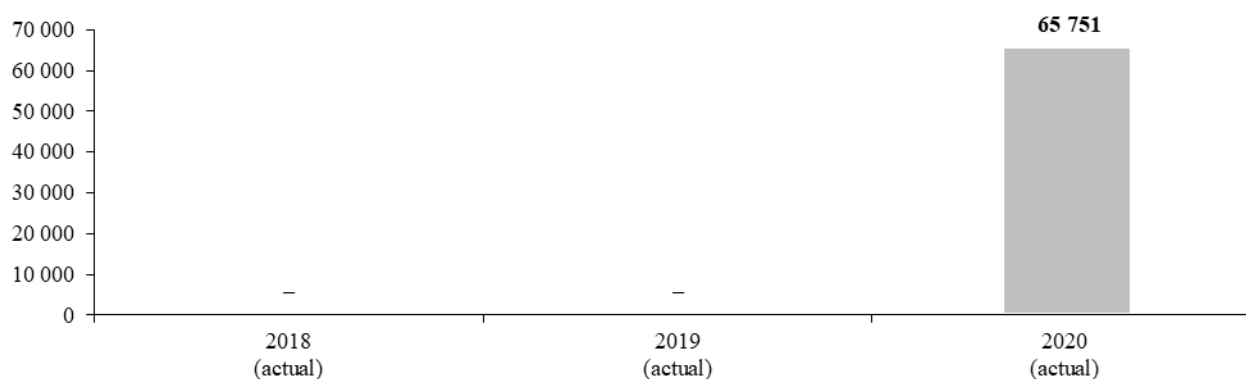
13.175 The subprogramme also conducted an online training course on recording short videos using easily available devices, such as smartphones, for UNODC staff both at headquarters in Vienna and in the field. Owing to social distancing measures and travel restrictions, the UNODC video production team was unable to record planned footage or in-person interviews with experts or beneficiaries. Besides mitigating the negative impact of the pandemic on UNODC video production, which forms an essential part of its communications in line with the Secretary-General's digital-first approach, the workshop also enabled UNODC staff from around the globe to contribute high-quality videos. Furthermore, the subprogramme organized press and other special events online and later in a hybrid format. One example was the first virtual music concert organized by UNODC on 30 July, the World Day against Trafficking in Persons, with 30 artists from around the globe performing to raise funds for the United Nations voluntary trust fund for victims of trafficking in persons, especially women and children.

#### *Progress towards the attainment of the objective, and performance measure*

13.176 The above-mentioned work contributed to the objective, as demonstrated by 65,751 views on the UNODC webpage dedicated to COVID-19 between 15 March and 31 December 2020 (see figure 13.XIII).

Figure 13.XIII

**Performance measure: number of views on the UNODC webpage dedicated to COVID-19, 15 March–31 December 2020**



#### **Impact of COVID-19 on subprogramme delivery**

13.177 Owing to the impact of COVID-19 during 2020, the subprogramme adapted its activities, for example by changing in-person training related to effective participation of civil society organizations to online training, resulting in an increase

in the number of training activities. Three training events related to results-based management and strategic planning and five training activities related to mainstreaming the Sustainable Development Goals into national plans were cancelled owing to COVID-19. In addition, the methodology for urban safety governance assessments had to be adapted to incorporate remote data collection methods. This change had an impact on the programme performance in 2020, as specified in result 2 below.

13.178 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, including adoption of a UNODC/United Nations Office at Vienna COVID-19 crisis communications strategy, establishment of a dedicated COVID-19 web page, as well as the organization of press and other special events online and later in a hybrid format with both online and in-person participation. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

13.179 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: whole-of-government approaches to safer, more inclusive and more resilient societies<sup>28</sup>**

#### **Programme performance in 2020**

13.180 The subprogramme has supported the Regional Office for Central Asia in coordinating and providing support for the Government of Uzbekistan on taking an integrated and systems approach to addressing the interlinked problems of drugs, crime, corruption and terrorism. This was done by supporting participation in policy dialogue, providing advisory services to key interlocutors and engaging with senior counterparts in relevant parts of the Government.

13.181 The above-mentioned work contributed to policy level buy-in secured for a holistic urban safety governance model to address issues related to drugs, crime, corruption, organized crime and terrorism, which partly met the planned target of cities adopting cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism<sup>29</sup> reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

13.182 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 providing technical expertise in the development of a new regional programme for Central Asia. The expected progress is presented in the updated performance measure below (see table 13.20).

<sup>28</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

<sup>29</sup> The term "violent extremism" refers to violent extremism as and when conducive to terrorism (see General Assembly resolutions 71/209 and 72/194).



Table 13.20  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Cities have limited capacity to develop cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism	Cities have enhanced capacities to develop cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism	Policy level buy-in secured for a holistic urban safety governance model to address issues related to drugs, crime, corruption, organized crime and terrorism	Cities begin implementation of cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism and monitor progress to ensure ongoing adaptability to changes in local conditions	Cities continue implementation of cross-sectoral and coherent whole-of-government policies and plans to address issues related to drugs, crime, corruption, organized crime and violent extremism and monitor progress to ensure ongoing adaptability to changes in local conditions

<sup>a</sup> 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: urban safety governance – local governments adopt integrated and inclusive policies for safer urban areas<sup>30</sup>

### Programme performance in 2020

13.183 The subprogramme has been working on an urban safety governance initiative. This initiative is premised on an approach which recognizes that challenges to urban safety emerge from a complex interaction of risk factors at the local, national and global levels. The safety governance approach provides policymakers with a more inclusive framework within which to address the intersection of global threats and local dynamics in order to mitigate risk factors for urban safety, including by strengthening legitimate governance, reducing inequality and promoting inclusion and individual and community resilience. As part of its field project on urban safety governance, the subprogramme developed the urban safety governance assessment tool, a hands-on guide that offers general and practical guidance on conducting such assessments in urban areas. Furthermore, on the basis of this guidance tool, the subprogramme conducted urban safety governance assessments in cities in Central Asia, Latin America and East Africa.

13.184 The above-mentioned work contributed to no cities adopting integrated and inclusive approaches to enhance urban safety governance, which did not meet the planned target of three cities adopting integrated and inclusive approaches to enhance urban safety governance reflected in the proposed programme budget for 2021. Owing to lockdown measures imposed in response to COVID-19, research teams' capability to collect data from concerned communities was affected, resulting in delays. Research teams adapted their methodology to enable remote collection of data to conduct the urban safety governance assessments. However, as a result of the delays

<sup>30</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 16\)](#) and [A/75/6 \(Sect. 16\)/Corr.1](#)).

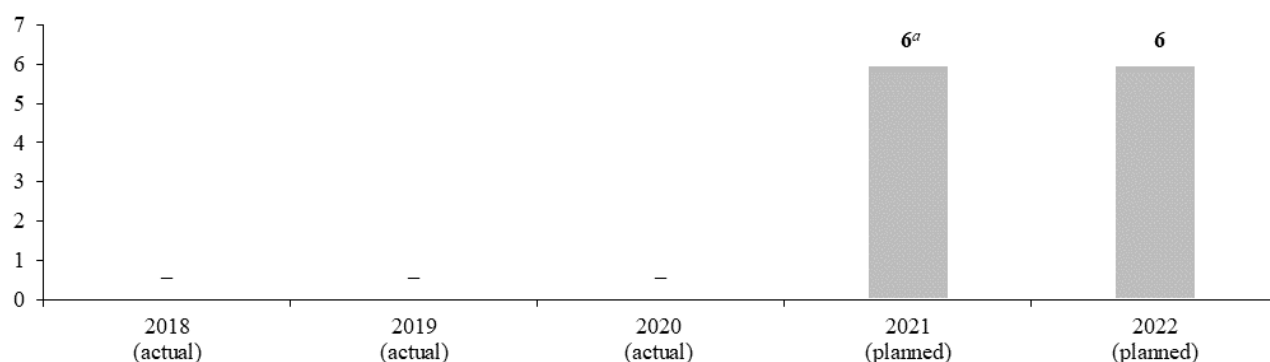
experienced, the development and adoption of integrated and inclusive approaches to address the identified challenges will take place in 2021 and 2022.

#### **Proposed programme plan for 2022**

13.185 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 expand this approach to an additional three cities for a total of six in 2022. The expected progress is presented in the performance measure below (see figure 13.XIV).

Figure 13.XIV

**Performance measure: total number of cities adopting integrated and inclusive approaches to enhance urban safety governance (cumulative)**



<sup>a</sup> 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. The current estimate for 2021 is three cities adopting integrated and inclusive approaches to enhance urban safety governance.

### **Result 3: increased stakeholder engagement in the implementation of the United Nations Convention against Transnational Organized Crime**

#### **Proposed programme plan for 2022**

13.186 With the signing of the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the international community demonstrated its political will to address a global challenge with a global response. Successful implementation of the Convention requires a multi-stakeholder approach that not only brings together actors from the government but also draws on experience and expertise from civil society, academia and the private sector. The engagement of these stakeholders in constructive dialogues, as part of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto, will allow them to share independent views on the review process and will ensure communication between Member States and other stakeholders, in line with resolution 9/1 adopted by the Conference of the Parties to the Convention in 2018. The subprogramme has been enhancing the capacities of stakeholders from civil society, academia and the private sector to implement the Convention and its Review Mechanism by facilitating networks for collaboration and coordination and fostering dialogue between non-governmental stakeholders and national authorities.

### *Lessons learned and planned change*

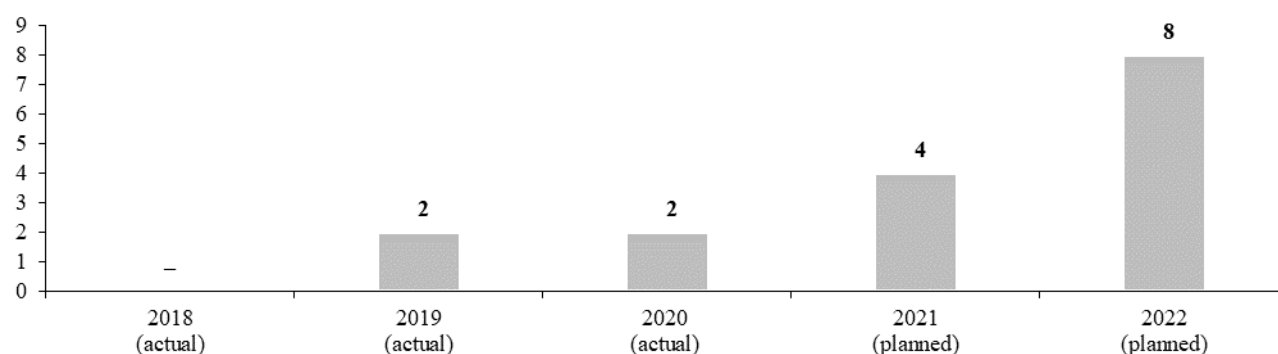
13.187 The lesson for the subprogramme was that without having a platform for constructive dialogue, non-governmental stakeholders and Member States will not be able to engage as effectively in the review process for the Convention. In applying the lesson, the subprogramme will build on the outcomes of capacity-building activities, including region-specific recommendations, to foster policy dialogue and strengthen stakeholder networks to counter transnational organized crime at a local level. Through the inclusive, multi-stakeholder approach, the subprogramme will enable Member States to have well-equipped and informed partners to engage with in the implementation of the Convention, thereby strengthening policy on and operational responses to transnational organized crime.

### *Expected progress towards the attainment of the objective, and performance measure*

13.188 This work is expected to contribute to the objective, as demonstrated by the number of countries volunteering to host dialogues on organized crime between non-governmental stakeholders and national authorities (see figure 13.XV).

Figure 13.XV

**Performance measure: number of countries volunteering to host dialogues on organized crime between non-governmental stakeholders and national authorities (cumulative)**



### **Legislative mandates**

13.189 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

51/59	Action against corruption	68/193; 69/197	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
65/1	Keeping the promise: united to achieve the Millennium Development Goals		
65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework	69/195	Rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
66/180	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking	70/181	Special session of the General Assembly on the world drug problem to be held in 2016
68/178	Protection of human rights and fundamental freedoms while countering terrorism	70/182	International cooperation against the world drug problem
68/188	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
		71/256	New Urban Agenda

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	74/177	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
		Decision 74/550 B	Fourteenth United Nations Congress on Crime Prevention and Criminal Justice

*Economic and Social Council resolutions and decisions*

1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations	2014/22	Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and the post-2015 development agenda
		2015/24	Improving the quality and availability of statistics on crime and criminal justice for policy development
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination	Decisions 2013/246; 2015/234; 2017/236	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime		
2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime		

*Commission on Crime Prevention and Criminal Justice resolutions*

20/9	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight	22/2; 24/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
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*Commission on Narcotic Drugs resolutions*

51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	57/5	Special session of the General Assembly on the world drug problem to be held in 2016
		58/1; 60/3	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
53/16	Streamlining of the annual report questionnaire		
54/11	Improving the participatory role of civil society in addressing the world drug problem		
54/17	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight	59/5	Mainstreaming a gender perspective in drug related policies and programmes
		60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem

*Conference of the Parties to the United Nations Convention against Transnational Organized Crime*

9/1	Establishment of the Mechanism for the Review of the Implementation of the United Nations		Convention against Transnational Organized Crime and the Protocols thereto
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*Conference of the States Parties to the United Nations Convention against Corruption*

4/6	Non-governmental organizations and the Mechanism for the Review of the Implementation of the United Nations Convention against Corruption	5/6	Private sector
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## Deliverables

13.190 Table 13.21 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 13.21

**Subprogramme 7: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
1. Field and technical cooperation project related to results-based management and strategic planning	1	1	1	1
2. Field and technical cooperation project related to advocacy and global communications	1	1	1	1
3. Field and technical cooperation project related to civil society partnerships	1	1	1	1
4. Field and technical cooperation project related to urban safety governance	1	1	1	1
5. Project managing the United Nations voluntary trust fund for victims of trafficking in persons, especially women and children	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>30</b>	<b>34</b>	<b>33</b>	<b>35</b>
6. Training events on effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	15	27	18	30
7. Training events on mainstreaming the Sustainable Development Goals into national plans	5	–	5	0
8. Training events on results-based management and strategic planning	10	7	10	5
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Publications related to the effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	1	1	1	1
10. Publications related to results-based management and mainstreaming the 2030 Agenda	1	1	1	1
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, the World Day against Trafficking in Persons and the International Anti-Corruption Day reaching approximately 737 million people across the world; promotional materials on UNODC mandate areas, including on the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice; and fundraising initiatives and strategic partnerships with international financial institutions, international organizations and the private sector.				
<b>External and media relations:</b> press events; and development of new fundraising initiatives and strategic partnerships with international financial institutions, international organizations and the private sector in support of the United Nations voluntary trust fund for victims of trafficking in persons, especially women and children.				
<b>Digital platforms and multimedia content:</b> design, maintenance and update of the UNODC website and social media channels reaching around 6.3 million people monthly; and social media packages, including audiovisual and text content.				

## **Subprogramme 8**

### **Technical cooperation and field support**

#### **Objective**

13.191 The objective, to which this subprogramme contributes, is to strengthen Member State-owned programmes countering drugs, crime and terrorism.

#### **Strategy**

13.192 To contribute to the objective, the subprogramme will continue to provide policy advice, strategic guidance and coordination to all UNODC field offices for the development and implementation of integrated operational programmes and ensure their full implementation, notably through synergies with other areas of work in UNODC. The subprogramme will ensure operational accountability and programmatic efficiency, including by engaging in the development of business operational strategies and common back offices, monitoring risks and ensuring the inclusion of effective results-based management in the planning, monitoring and reporting of all UNODC field presences. UNODC field offices will provide support, according to their mandates and at the request of interested Member States, and ensure the inclusion of governance, security and preventing and countering drugs, crime and terrorism with a human rights perspective in the implementation of joint United Nations programmes.

13.193 Building on the normative and technical assistance mandates of the Office, the subprogramme also plans to support the development of regional strategies and operational programmes promoting the joint pursuit of justice, public security and development through policy dialogue and coordination, as well as serving as a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society. In addition, the subprogramme will support the establishment of South-South cooperation and promote interregional cooperation among partner countries designed to foster full ownership by regional entities. Furthermore, the subprogramme will enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

13.194 The subprogramme plans to support Member States on issues related to COVID-19 by engaging, especially at the field level, in the implementation of socioeconomic responses plans, the Global Humanitarian Response Plan for COVID-19 and the strategic preparedness and response plans in close coordination with the lead entities (WHO, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the Development Coordination Office and UNDP) and the respective United Nations country teams. In particular, UNODC is expected to contribute to different extents in supporting the five pillars of the socioeconomic response plans, in some countries taking the lead or co-lead role in outcomes related to health, protecting people, social cohesion and community resilience. This will be achieved through hybrid meetings and training that combine in-person participation of local experts with support offered by international experts, as well as through the development or adaptation of e-learning modules.

13.195 The above-mentioned work is expected to result in:

(a) Improved UNODC support to Member States through a field offices network that is fit for purpose to achieve results and impact on the ground;

(b) UNODC field presences that are fully aligned with the United Nations development system reform and are able to effectively deliver capacity-building to counter drugs, crime and terrorism;

(c) Selected countries receiving tailored programmes in particular in priority areas for UNODC mandates, to support relevant Sustainable Development Goals and the security and human rights agendas;

(d) Renewed cooperation and coherence with offices of the United Nations resident coordinators and regional Development Coordination Office desks within both development system and business operations reforms which enhance the efficiency of UNODC support to Member States.

13.196 The planned support on issues related to COVID-19 is expected to result in increased technical, normative and analytical capacity of Member States, through alternative methods of delivery.

### **Programme performance in 2020**

13.197 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Containment of the impact of COVID-19 in different settings**

13.198 The COVID-19 pandemic presented a number of challenges related to its traditional technical assistance delivery approach, which usually has relied on in-person delivery of workshops and meetings. Despite this, many UNODC regional and country offices, in cooperation with various teams in headquarters and in coordination with respective United Nations country teams, successfully adopted new innovative approaches in technical assistance delivery. The subprogramme devised an “easy implementation guide” based on the experiences gathered from UNODC field presences, providing field offices and global programmes with concrete, coherent and tested options to continue to implement technical assistance. The modalities of implementation were divided into two categories: (a) interventions related to COVID-19; and (b) continuing implementation in the COVID-19 context.

13.199 The subprogramme, in coordination with field offices, responded to several requests from Member States to translate new priorities and policy guidance into technical assistance on the ground. In particular, the subprogramme devised actions to operationalize the Office’s rapid response, including through the urgent procurement and supply of personal protective equipment and medical supplies to meet the needs of Member States. The target beneficiaries included prisoners, people who use drugs, potential victims of human trafficking, law enforcement offices (police, wildlife units, port authorities, airport authorities, forensic authorities and maritime crime law officials), social workers, volunteers, frontline health workers and other staff in drug treatment centres. The Office’s rapid response was also operationalized through online training and capacity-building programmes; tailored research and policy analysis; development, adaptation and provision of information, education and communication materials; and mentoring, advice and technical support, including through expanding partnerships with civil society and local actors to maintain the support and delivery of regular services (in line with the Secretary General’s Global Humanitarian Response Plan for COVID-19). For countries where the information and communications technology (ICT) infrastructure did not allow for a wide use of ICT-enabled implementation modalities, UNODC supported stakeholders with the establishment of specialized training centres offering computer-based training and e-learning resources. In some countries, UNODC established new approaches for partnerships, leading to an adaptation of the delivery model, which

contributed to the interdivisional development of a reformed partnership framework that is more agile and efficient so as to allow UNODC to work with partners to better provide support to beneficiaries. Furthermore, the subprogramme spearheaded internal work streams driven by an effectiveness agenda aimed at empowering field colleagues to fully exploit the delegation of authority, engage with external partners and engage with and contribute to various United Nations reform efforts.

*Progress towards the attainment of the objective, and performance measure*

13.200 The above-mentioned work contributed to the objective, as demonstrated by the containment of the impact of the COVID-19 pandemic in several instances, including prison settings, border posts, ports and drug rehabilitation centres as well as in social care, school and other settings; at least 1,000 frontline health workers being trained on safe service delivery to vulnerable persons; and enhanced capacities of professionals in health and criminal justice systems on issues related to COVID-19 (see table 13.22).

Table 13.22

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Containment of emergency situations created by COVID-19 in several instances, including prison settings, border posts, ports and drug rehabilitation centres, as well as in social care, school and other settings
		At least 1,000 frontline health workers trained on safe service delivery to vulnerable persons
		Enhanced capacities of professionals in health and criminal justice systems on issues related to COVID-19

**Impact of COVID-19 on subprogramme delivery**

13.201 Owing to the impact of COVID-19 during 2020 and the need for extensive consultations with Member States in programme development, the number of regional programmes went down to 15. Programme development is anticipated to return to its normal course of delivery in 2022.

13.202 At the same time, the subprogramme identified new and modified activities to support Member States on COVID-19-related issues, within the overall scope of its objectives, through support to field offices to adjust programmatically and operationally in order to rapidly respond to Member States' needs, in coordination with respective United Nations country teams, including through tailored research and policy analysis; provision of information, education and communication materials; procurement and supply of personal protective equipment, medical support and other needs; and mentoring, advice and technical support. The subprogramme was instrumental, particularly through its field office network and presence, in the scale-up of capacity-building programmes, including by deploying hybrid forms of training with local expertise participating in person and international experts



contributing virtually. In addition, through field support, the subprogramme supported 49 Member States in the development of their inter-agency action plans and socioeconomic response plans through the respective United Nations country teams. The new and modified deliverables contributed to results in 2020, as specified in the emerging result above.

## **Planned results for 2022**

13.203 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: switching from opium to coffee in Myanmar<sup>31</sup>**

#### **Programme performance in 2020**

13.204 The subprogramme has made significant progress towards enabling farmers to move away from opium poppy cultivation by supporting the Green Gold coffee cooperative, which was established in 2015 and has over 1,000 coffee growers, to further increase the quality and output of exportable coffee and successfully transition to organic cultivation, thus enhancing the income for participating farmers. The subprogramme also supported Green Gold to obtain equipment and expertise to address specific challenges in coffee cultivation, contributing to enhanced sustainability as farmers are increasingly able to resolve quality issues without UNODC or other external support. Furthermore, the subprogramme continued to work with approximately 2,000 farmers and reached the milestone of almost 2,000 hectares in areas managed by local communities as “community forests”. The subprogramme protected against the expansion of opium poppy cultivation and trained local communities in the management of wood and non-wood forest resources, measures that protect against deforestation and forest degradation and water conservation to limit the expansion of opium poppy cultivation in natural forest areas.

13.205 The above-mentioned work contributed to Green Gold moving to organic cultivation, taking steps towards formal organic certification and becoming the largest producer of coffee in Myanmar, which partially met the planned target for Green Gold to obtain organic certification and become the largest producer of coffee in Myanmar reflected in the proposed programme budget for 2020. Green Gold in 2020 was indeed the largest producer of coffee in Myanmar in terms of contributing farmers and was among the largest producers in terms of output. However, while the cooperative has managed to move to full organic production as anticipated in the programme budget, actual confirmation of the certification will be obtained only after three years of maintaining relevant standards in cultivation.

#### **Proposed programme plan for 2022**

13.206 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 plans to continue to support Green Gold in further expanding output and market access while maintaining organic cultivation standards, which will eventually allow full formal organic certification. At the same time, the subprogramme plans to enhance farmers’ access to additional value chains (such as tea, avocados and honey) to ensure inclusiveness for the entire community, including women and those without access to land; to enhance sustainability of the switch to

<sup>31</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).

coffee by reducing incentives to plant opium poppy as a side crop; and to further consolidate the dynamics of the emerging licit economy in the project area. The expected progress is presented in the performance measure below (see table 13.23).

Table 13.23

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
First container of Green Gold coffee shipped from Myanmar (October 2018)	Fair trade certification for Green Gold obtained	Green Gold moved to organic cultivation, took steps towards formal organic certification and became the largest producer of coffee in Myanmar	Green Gold exports seven containers of coffee under fair trade conditions  Green Gold has its own processing facility	Green Gold obtains full formal organic certification  Farmers in the project area can rely on additional value chains (e.g., tea, avocados and honey) for enhanced inclusiveness and sustainability

<sup>a</sup> 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: improved regional security through strategic expertise and integrated programming in Mozambique<sup>32</sup>**

### **Programme performance in 2020**

13.207 In line with the Maputo strategic road map against transnational organized crime, drugs and terrorism, which was formally approved by the Government of Mozambique in June 2020, the subprogramme engaged with relevant authorities of Mozambique to improve regional security as a whole through targeted technical cooperation. UNODC promoted regional cooperation by implementing a virtual trilateral planning cell to allow for information-sharing and operational coordination to counter heroin trafficking between Mozambique, South Africa and the United Republic of Tanzania and held a virtual round table for the western Indian Ocean region on security against maritime terrorist attacks to help address this emerging threat in northern Mozambique. The subprogramme is also contributing to the establishment of multi-agency units to enhance the interdiction of illicit trafficking activities through containerized cargo and airfreight. Two units, one at the port of Maputo and one at the cargo area of Maputo International Airport, were completed by the end of 2020. The subprogramme also deployed staff in a surge capacity, which ensured that the country's needs and the regional emerging threats were adequately reflected in defining the key priorities for the subregion, including in the work programme of the United Nations country team.

13.208 The above-mentioned work contributed to the adoption of the Maputo road map, the establishment of the regional trilateral maritime crime planning cell with South Africa and the United Republic of Tanzania, the establishment of a port control unit at a first seaport and airport cargo area and an increase in seizures at ports, airports and land borders. The subprogramme did not fully meet the targets of the establishment of the joint airport interdiction task force in Maputo, the establishment of transnational crime units and the improvement of laboratories to increase forensic

<sup>32</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.16) and A/75/6 (Sect.16)/Corr.1).

evidence for criminal cases. The national election in December 2019 and delays in forming the new Government, together with the COVID-19 pandemic, significantly delayed implementation plans, which will lead to some performance measures being shifted to 2021 and 2022.

### Proposed programme plan for 2022

13.209 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will ensure that delayed objectives are met and relevant initiatives are supported and will strengthen cooperation on issues related to terrorism. The expected progress is presented in the performance measure below (see table 13.24).

Table 13.24  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Low rates of seizures of illicit drugs, wildlife and forest products and firearms	Opening of the UNODC office in Mozambique	Adoption of the Maputo road map	Increased law enforcement joint operations	Increased number of training and study visits to strengthen cooperation with neighbouring Member States on issues related to terrorism
High rates of drug abuse	Strategic dialogue leading to new United Nations Sustainable Development Cooperation Framework, including key deliverables under relevant Sustainable Development Goals, including Goals 3, 16 and 17	Regional trilateral maritime crime planning cell established with South Africa and the United Republic of Tanzania	Port control unit established at a second seaport	Increased number of adjudications of criminal cases facilitated through improved laboratories and use of scientific evidence
High HIV/AIDS prevalence rates		Port control unit established at a first seaport and airport cargo area	Decrease or stability in rates of drug abuse and HIV/AIDS prevalence	Joint airport interdiction task force established and operational at Maputo International Airport
		Increase in seizures at ports, airports and land borders	Increase in the proportion of seized small arms and light weapons, as well as other items	Establishment of transnational crime units
			Successful investigation and prosecution of cases of money-laundering and increase in assets being recovered	
			Wildlife and forest areas being restored in key parts of the country	
			Mentorship programmes and training curricula integrated in relevant training institutes	

<sup>a</sup> 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: regional strategic vision for Latin America and the Caribbean to address crime, drugs and terrorism threats**

#### **Proposed programme plan for 2022**

13.210 The UNODC dialogue with and presence in Latin America has gradually evolved in the past 15 years, partially reflecting the evolution of the region in political, economic and social terms. Latin American Member States are playing a prominent role in shaping the multilateral response in areas that fall under the UNODC mandate. Similarly, Latin American Member States have substantially increased their ownership of and engagement in technical cooperation initiatives in their countries. The subprogramme has progressively adapted to the evolving and challenging environment by reshaping its presence and portfolio, including by promoting regional cooperation through centres of excellence, advocacy initiatives, research and analysis.

#### *Lessons learned and planned change*

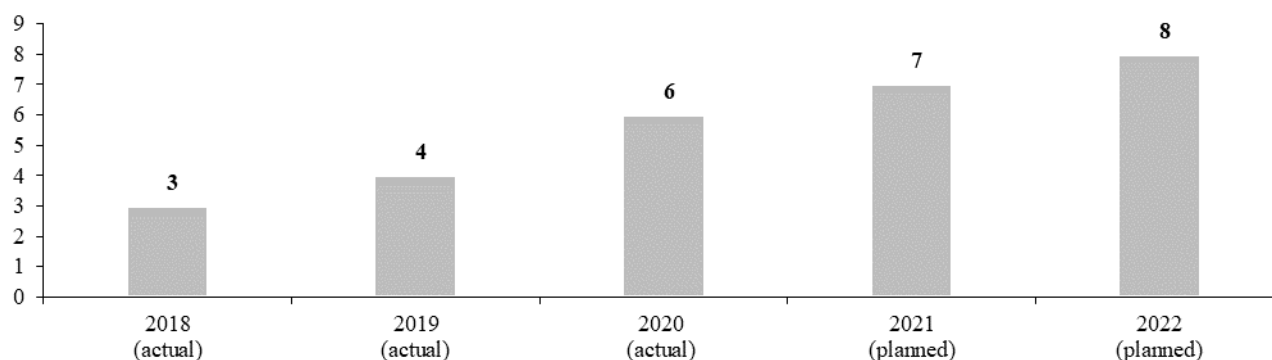
13.211 The lesson for the subprogramme was that it needed to mainstream its position within the new United Nations development system architecture, including at the country level and through targeted engagement with the regional commissions to fulfil its mandate in the context of the 2030 Agenda. In applying the lesson, the subprogramme will develop a strategic vision for UNODC assistance to Member States in the region. It will identify strategic goals and its core expertise and will undertake a detailed analysis of needs, relevant stakeholders and the most effective pathways for intervention that will result in a tangible impact. In doing so, the subprogramme will engage Member States and relevant partners at the national level, including resident coordinators, as well as the Regional United Nations Sustainable Development Group for Latin America and the Caribbean, the Economic Commission for Latin American and the Caribbean, the Department of Political and Peacebuilding Affairs of the Secretariat, academia and civil society, in the development of the strategy through an inclusive and open process. The regional vision will further consolidate the support provided to Member States and solidify the increasing coordination and collaboration with and among Member States.

#### *Expected progress towards the attainment of the objective, and performance measure*

13.212 This work is expected to contribute to the objective, as demonstrated by eight joint initiatives and programmes launched through the Multi-Partner Trust Fund Office in Latin America (see figure 13.XVI).

Figure 13.XVI

**Performance measure: total number of joint initiatives and programmes launched through the Multi-Partner Trust Fund Office in Latin America (cumulative)**



## Legislative mandates

13.213 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework	74/301	New Partnership for Africa's Development: progress in implementation and international support
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	74/302	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
74/238	Operational activities for development of the United Nations system	74/307	United response against global health threats: combating COVID-19
74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system		

### *Economic and Social Council resolutions*

2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
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### *Commission on Narcotic Drugs resolutions*

52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking	54/7 55/9	Paris Pact initiative Follow-up on measures to support African States in their efforts to combat the world drug problem
52/13	Improving the governance and financial situation of the United Nations Office on Drugs and Crime		

## Deliverables

13.214 Table 13.25 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.25

### **Subprogramme 8: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>22</b>	<b>15</b>	<b>18</b>	<b>20</b>
Technical cooperation and field support for regional and country programmes	22	15	18	20
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultations with Member States and partners on UNODC strategic and programme priorities, new programme initiatives and options, including partnerships; strategic and operational field support and substantive oversight services; and advisory services for 80 Member States and stakeholders on policies, strategies and cooperation frameworks in UNODC-mandated areas.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>E. Enabling deliverables</b>				
<b>Safety and security:</b> safety and security services to 105 physical field office locations.				

## Subprogramme 9

### **Component 1: provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations congresses on crime prevention and criminal justice**

#### **Objective**

13.215 The objective, to which component 1 of this subprogramme contributes, is to ensure the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, crime and terrorism, as well as the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations congresses on crime prevention and criminal justice in fulfilling their advisory roles.

#### **Strategy**

13.216 To contribute to the objective, the component will continue to support the Commission on Narcotic Drugs and its five subsidiary bodies (the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East and the regional meetings of heads of national drug law enforcement agencies) through the provision of substantive and organizational services. The component will continue to provide substantive and technical support to the Commission on Crime Prevention and Criminal Justice and to the United Nations congresses on crime prevention and criminal justice, including the follow-up to the Fourteenth Crime Congress and the implementation of the provisions of its outcome document. In addition, the component will continue to provide support to the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC through facilitating the preparations for and the organization of the formal and informal meetings of the working group. This work will help Member States to make progress towards Sustainable Development Goals 3, 5, 8, 10, 11, 16 and 17.

13.217 The component plans to support Member States on issues related to COVID-19 by organizing meetings on the impact of COVID-19 on matters related to drugs and crime in the framework of the Commissions and subsidiary bodies, as well as on the work of UNODC within the open-ended intergovernmental working group. The organization of future meetings is foreseen to be increasingly in a hybrid format, containing both in-person and online components.

13.218 The above-mentioned work is expected to result in:

- (a) Enhanced cooperation among Member States in accelerating the implementation of international drug policy commitments made over the past decade;
- (b) Enhanced cooperation among Member States in the implementation of comprehensive strategies for crime prevention towards social and economic

development and integrated approaches to challenges faced by criminal justice systems;

(c) Enhanced understanding of Member States of governance and financial matters relating to UNODC.

13.219 The planned support on issues related to COVID-19 is expected to result in increased knowledge of the impact of COVID-19 on matters related to drugs and crime and in turn enhanced capacity of Member States to address related challenges.

## Programme performance in 2020

13.220 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Digital transformation: accelerated remote participation of Member States in intergovernmental meetings

13.221 Remote participation has enhanced the interactive discussions in the framework of the Vienna-based Commissions in recent years, through the use of video messages, videoconferencing systems and webcasting of meetings. With the emergence of COVID-19, the component has fully embraced the necessity to enhance the possibility for delegations to participate in online meetings in an interactive manner, by emulating in-person participation when such participation is not possible and complementing it to support comprehensive representation. Despite liquidity constraints, the component led the development of online and hybrid meeting formats for the intergovernmental meetings serviced by UNODC.

13.222 The component also developed instructions for meeting participants and organizers, tested remote interpretation software and provided support to remote participants to enable their participation. Furthermore, the component also substantively and organizationally serviced online and hybrid intersessional meetings of the Commission on Narcotic Drugs and scaled-down meetings of its subsidiary bodies and intersessional meetings of the Commission on Crime Prevention and Criminal Justice and of the standing open-ended intergovernmental working group.

#### *Progress towards the attainment of the objective, and performance measure*

13.223 The above-mentioned work contributed to the objective, as demonstrated by 15 intergovernmental meetings with remote participation of participants from around the world conducted (see table 13.26).

Table 13.26  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	15 intergovernmental meetings conducted with remote participation from around the world

### Impact of COVID-19 on component delivery

13.224 Owing to the impact of COVID-19 during 2020, the component postponed the Fourteenth Congress on Crime Prevention and Criminal Justice from April 2020 to

March 2021. This change had an impact on the programme performance in 2020, as specified under result 1 below.

13.225 In addition, the meetings of the Commission on Narcotic Drugs and its subsidiary bodies, the Commission on Crime Prevention and Criminal Justice, the crime congresses and the open-ended intergovernmental working group were modified to online or hybrid formats. In line with safety measures related to COVID-19, the twenty-ninth session of the Commission on Crime Prevention and Criminal Justice, scheduled for May 2020, was postponed and scaled down to take place in December 2020 in a hybrid format. The meetings of the subsidiary bodies of the Commission on Narcotic Drugs were reconfigured to scaled-down, extraordinary online meetings in October. The topical meetings of the Commission on the scheduling of cannabis in August, September and October 2020 were modified with remote interpretation in a hybrid format. In addition, the thematic discussions of the Commission on drug demand reduction took place in October in a hybrid format. Intersessional meetings and meetings of the Extended Bureaux of the Commissions and formal and informal meetings of the open-ended intergovernmental working group, as well as the negotiations on the outcome declaration of the Fourteenth Crime Congress, were held in online and hybrid formats. The component organized and serviced the meetings, which enabled the engagement of experts from around the world in interactive discussions. This contributed to results in 2020, as specified in the emerging result for 2020 above.

13.226 At the same time, however, the component identified new and modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by organizing meetings with a substantive focus on the impact of COVID-19. Two dedicated briefings were organized in the framework of the open-ended intergovernmental working group, enabling a substantive discussion between Member States and UNODC on the impact of the COVID-19 pandemic on the financial situation, as well as on the programmatic, intergovernmental and field work of the Office. Furthermore, the extraordinary meetings of the subsidiary bodies of the Commission on Narcotic Drugs in October were dedicated to the topic of the current situation with respect to addressing and countering the world drug problem in the light of COVID-19, and the thematic discussions of the Commission analysed the impact of COVID-19 in the area of drug demand reduction.

## **Planned results for 2022**

13.227 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: advancing crime prevention, criminal justice and the rule of law towards the achievement of the 2030 Agenda: the Crime Congress returns to Kyoto in 2020<sup>33</sup>**

### **Programme performance in 2020**

13.228 The component has continued to support the relevant intergovernmental bodies, in line with its mandate, and assisted Member States in advancing work within the Commission on Crime Prevention and Criminal Justice towards the implementation of the 2030 Agenda in the field of crime prevention and criminal justice. The preparations for the Fourteenth United Nations Congress on Crime

<sup>33</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 16)).



Prevention and Criminal Justice were supported, as reflected in the programme plan for 2020, and were on track until the Congress had to be postponed owing to COVID-19. The preparations were resumed after the General Assembly decided by its decision 74/550 B that the Congress would take place in March 2021. Substantive preparations for the Congress include the preparation of the parliamentary documentation, support for the negotiations on the Kyoto declaration, the organization of the work of the plenary and the committee meetings, as well as work relating to the invitations and registration process. The component also initiated the conceptualization of a hybrid concept for the Congress in March 2021 with variable in-person and online participation components, with a view to ensuring business continuity despite unpredictable future developments and possible restrictions for in-person meetings at the time of the Congress. Furthermore, the component supported the development of a communications plan for the Congress, the establishment and maintenance of the related website, the organization of a programme of high-level side events and, in coordination with other services and the host country, the organization of ancillary meetings, exhibitions and a youth forum. The component also addressed issues related to travel of staff and representatives as well as budgetary and other administrative matters related to the preparation of the event.

13.229 The above-mentioned work did not meet the target of 70 per cent of Member States reflecting in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and to the Crime Congress itself, national efforts to contribute to the implementation of the 2030 Agenda and Goal 16 in particular, reflected in the proposed programme budget for 2020. The meetings of the Commission and the Crime Congress were cancelled owing to COVID-19, and as such there were no statements in which Member States could have reflected their national efforts to contribute to the 2030 Agenda. The Commission met on 3 December 2020 to conduct the work of its regular session in a scaled-down format and the Crime Congress was postponed to March 2021.

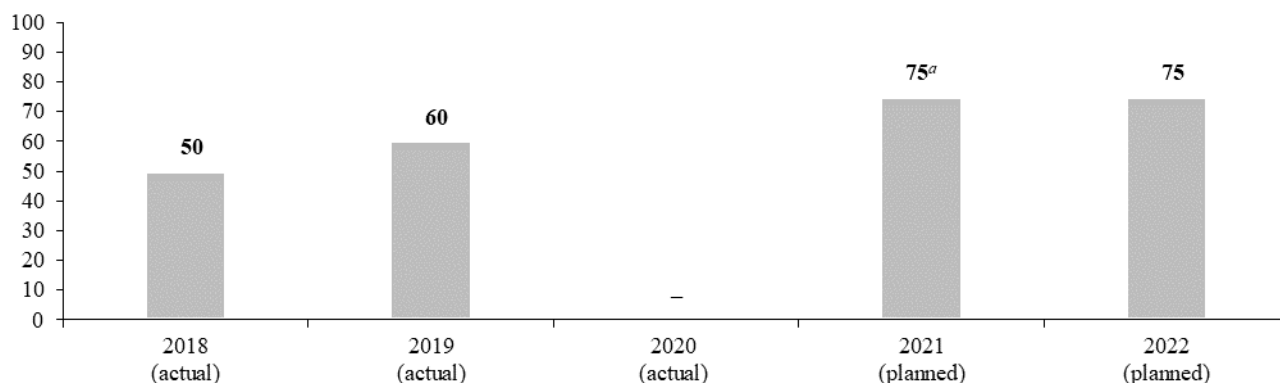
### **Proposed programme plan for 2022**

13.230 The component 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 component's work will evolve to include strengthened crime prevention, criminal justice and rule of law towards the achievement of the 2030 Agenda in the follow-up to the Fourteenth Crime Congress, outlined in result 3 below. The expected progress is presented in the updated performance measure below (see figure 13.XVII).

Figure 13.XVII

**Performance measure: Member States reflecting in their statements during the regular sessions of the Commission on Crime Prevention and Criminal Justice, as the preparatory body to the Crime Congress, and in their statements to the Crime Congress itself, national efforts to contribute to the implementation of the 2030 Agenda and Goal 16 in particular**

(Percentage)



<sup>a</sup> 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 crime prevention, criminal justice and rule of law towards the achievement of the 2030 Agenda<sup>34</sup>**

13.231 The component has been working on supporting the preparations for and conduct of the United Nations congresses on crime prevention and criminal justice that have been held in different regions of the globe since 1955, bringing together policymakers, legislators, practitioners, youth and representatives of international organizations, civil society and academia to explore ways and means to enhance the international community's response to crime. In 2020, the component continued leading the preparations for the Congress that was scheduled to be held in Kyoto, Japan, in 2020. The component provided the necessary technical and substantive services, in a timely and high-quality manner, to support Member States in negotiating the draft Kyoto declaration. Furthermore, the component has already set the stage for the follow-up to the Congress by the Commission on Crime Prevention and Criminal Justice, as the main policymaking body of the United Nations in crime prevention and criminal justice matters and the implementing body for the crime congresses. However, since the Congress had to be postponed owing to the COVID-19 pandemic, the follow-up was also affected. While support to the Commission in translating the outcome document of the Congress into policy action had to be postponed until after the Congress, the component has commenced follow-up in terms of operational cooperation towards the implementation of the outcome, including concept development and the preparation of related e-learning tools. This work will be further strengthened throughout 2021.

13.232 The above-mentioned work contributed to 93 per cent of Member States expressing full satisfaction with the quality and timeliness of technical and substantive services provided by UNODC, which exceeded the planned target of 67 per cent reflected in the proposed programme budget for 2021.

<sup>34</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 16) and A/75/6 (Sect. 16)/Corr.1).

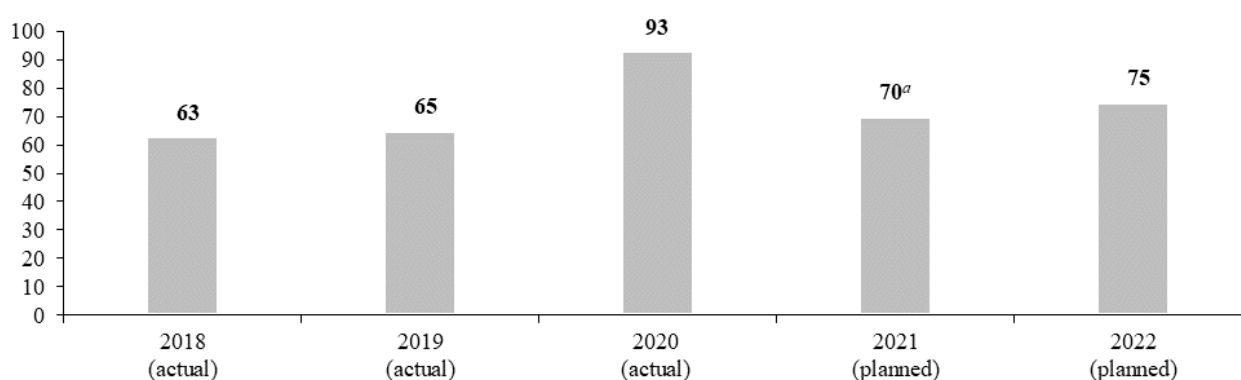
### Proposed programme plan for 2022

13.233 The component will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support the Commission on Crime Prevention and Criminal Justice in translating the outcome of the Fourteenth Crime Congress into policy initiatives in the area of crime prevention and criminal justice. The expected progress is presented in the performance measure below (see figure 13.XVIII).

Figure 13.XVIII

**Performance measure: Member States participating in meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the secretariat of the governing bodies of the United Nations Office on Drugs and Crime**

(Percentage)



<sup>a</sup> 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 implementation of international drug policy commitments towards the achievement of the 2030 Agenda**

#### **Proposed programme plan for 2022**

13.234 The component will continue to provide secretariat support to the relevant intergovernmental bodies, in line with its mandate, for the achievement of the 2030 Agenda. The component has supported Member States through the Commission on Narcotic Drugs with the implementation of all international drug policy commitments by conducting thematic discussions within the Commission, bringing together the expertise of Member States, United Nations entities, international and regional organizations, civil society and affected populations. The component facilitated these thematic discussions by providing opportunities to share good practices and challenges in the practical implementation of international drug policy.

#### *Lessons learned and planned change*

13.235 The lesson for the component was that effective international cooperation within the framework of multilateralism requires even more comprehensive and inclusive participation in meetings. To achieve good policy results that are accepted by all and, as such, enjoy the legitimacy that will foster universal implementation, it is important that all delegations and interested stakeholders, including those who are not in a position to travel to the meeting venue, have the chance to make a contribution and have their voice heard. In applying the lesson, the component will further enhance the possibilities for remote participation in Commission meetings by organizing more

meetings in a hybrid format, which will provide delegations the opportunity to include additional experts in their delegations participating online. With the aim of translating policy commitments, made at the international level, into concrete action at the national level, the component will further continue to facilitate remote participation to ensure that all voices are heard, in particular in view of the upcoming progress review to be held by the Commission on Narcotic Drugs in 2024, as set out in the 2019 ministerial declaration of the Commission.

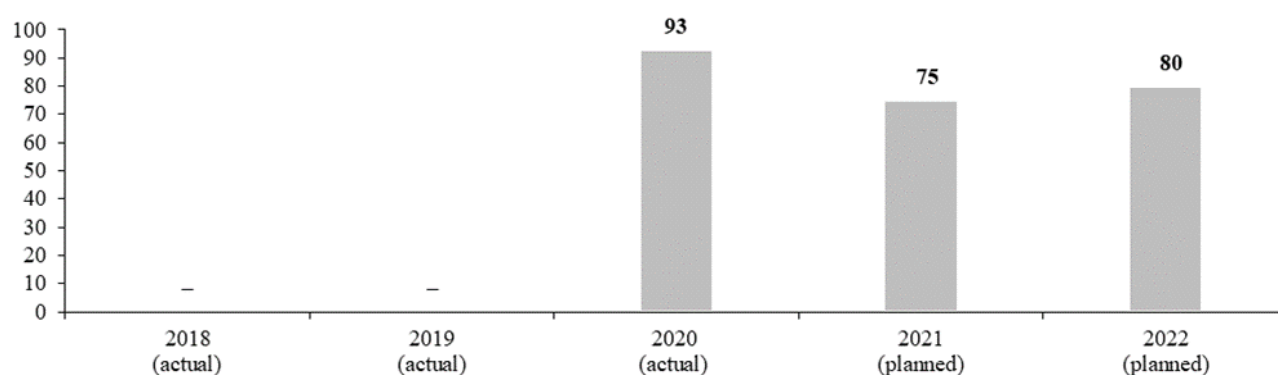
*Expected progress towards the attainment of the objective, and performance measure*

13.236 This work is expected to contribute to the objective, as demonstrated by the percentage of Member States expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the secretariat to the governing bodies of UNODC (see figure 13.XIX).

Figure 13.XIX

**Performance measure: Member States participating in meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the secretariat to the governing bodies of the United Nations Office on Drugs and Crime**

(Percentage)



## Legislative mandates

13.237 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions and decisions*

415 (V)	Transfer of functions of the International Penal and Penitentiary Commission	73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
46/185	Questions relating to the proposed programme budget for the biennium 1992–1993	74/171	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
61/252	Questions relating to the programme budget for the biennium 2006–2007		
72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council	74/550 B	Fourteenth United Nations Congress on Crime Prevention and Criminal Justice

*Economic and Social Council resolutions and decisions*

1946/9 (I)	Commission on Narcotic Drugs	1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region
1974/1845 (LVI)	Cooperation for drug law enforcement in the Far East region		

1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1992/22	Implementation of General Assembly resolution 46/152 concerning operational activities and coordination in the field of crime prevention and criminal justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region	Decision 2017/236	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
1991/38	Terms of reference of the Commission on Narcotic Drugs		
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice		

### *Commission on Crime Prevention and Criminal Justice resolutions*

26/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
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### *Commission on Narcotic Drugs resolutions and decisions*

60/1	Preparations for the sixty-second session of the Commission on Narcotic Drugs in 2019	Decision 60/1	Strengthening the subsidiary bodies of the Commission on Narcotic Drugs
60/3	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime		

## **Deliverables**

13.238 Table 13.27 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 13.27

### **Subprogramme 9, component 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>82</b>	<b>69</b>	<b>71</b>	<b>65</b>
1. Reports to the General Assembly on international cooperation to counter the world drug problem and on crime prevention and criminal justice, including reports on the United Nations congresses on crime prevention and criminal justice	22	23	4	5
2. Notes to the Economic and Social Council on the contribution of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice to the annual high-level political forum on sustainable development	2	2	2	2
3. Annual reports to the Economic and Social Council on the regular and reconvened sessions of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice	4	3	4	4
4. Annual reports to the Commission on Crime Prevention and Criminal Justice	14	15	14	12

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
5. Reports to the Commission on Narcotic Drugs	12	15	13	14
6. Reports and notes by the Secretariat to the subsidiary bodies, including on their meetings, cooperation and implementation of recommendations	24	9	30	24
7. Notes by the Secretariat to the Commissions on the work of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	2	2	2	2
8. Documentation for ad hoc expert group meetings related to the Commission on Narcotic Drugs	2	—	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>187</b>	<b>179</b>	<b>164</b>	<b>154</b>
9. Meetings of the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	33	—	—	—
10. Meetings of the Economic and Social Council	6	2	6	6
11. Meetings of the Commission on Crime Prevention and Criminal Justice	46	35	46	46
12. Meetings of the Commission on Narcotic Drugs	46	116	46	46
13. Meetings of the subsidiary bodies of the Commission on Narcotic Drugs	40	7	50	40
14. Meetings of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	12	19	12	12
15. Ad hoc expert group meetings related to the Commission on Narcotic Drugs	4	—	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>
16. Report on the manufacture of narcotic drugs and psychotropic substances and their precursors	1	—	1	1
17. Directory of competent national authorities under the international drug control treaties	1	1	1	1
18. Schedules and tables of the international drug control conventions	3	3	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> provision of substantive and technical support to the Vienna-based Commissions, representatives of Member States, all permanent missions in Vienna and other relevant stakeholders relating to the work of the Commissions; issuance of notes verbales as notifications under the international drug control treaties; and coordination and monitoring of the follow-up to the mandates contained in the relevant resolutions and decisions adopted by the Commissions.				
<b>Databases and substantive digital materials:</b> maintenance and updating of database on the manufacture of narcotic drugs and psychotropic substances and their precursors; maintenance and updating of database on resolutions and decisions by the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice; and development and updating of the secure webpages for use by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> organization and promotion of one special event of the Commissions, including the launch of the annual <i>World Drug Report</i> .				
<b>External and media relations:</b> preparation of web stories to be posted on the UNODC website, highlighting key developments and updates in the work of the Commissions and the crime congresses.				
<b>Digital platforms and multimedia content:</b> further elaborating and updating of dedicated websites for the Commissions, the United Nations congresses on crime prevention and criminal justice, the follow-up to the special session of the General Assembly on the world drug problem held in 2016 and the follow-up to the 2019 ministerial segment of the Commission on Narcotic Drugs; and managing dedicated social media accounts, including Twitter, YouTube, Instagram and Flickr (Commission on Narcotic Drugs, Commission on Crime Prevention and Criminal Justice, follow-up to the 2016 special session of the General Assembly and United Nations congresses on crime prevention and criminal justice) with over 12,000 followers.				

## **Subprogramme 9**

### **Component 2: Provision of secretariat services and substantive support to the International Narcotics Control Board**

#### **Objective**

13.239 The objective, to which component 2 of this subprogramme contributes, is to ensure the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate, through such measures as monitoring and promoting the full implementation of and full compliance with the three international drug control treaties, and supporting Member States in implementing their treaty obligations.

#### **Strategy**

13.240 To contribute to the objective, the component will continue to provide independent secretariat services and substantive support to the International Narcotics Control Board, including ensuring that the Board is provided with advice on treaty implementation and raising the awareness of Governments and the international community about the implementation of the international drug control conventions, particularly through the publication and dissemination of the treaty-mandated reports of the Board. The component also plans to raise awareness within Governments and the international community on the need to develop and implement national drug control policies and regulatory control systems for narcotic drugs, psychotropic substances and precursor chemicals. The component will support Governments in the exchange of import and export authorizations, including through INCB Learning and the International Import and Export Authorization System (I2ES), and build the capacity of competent national authorities to ensure the availability of controlled substances for licit purposes. In addition, the component will monitor the international movement of precursors and the illicit use of internationally controlled and non-scheduled precursors, ensuring worldwide cooperation and exchange of information on licit and illicit activity, through electronic means such as the Pre-Export Notification Online (PEN Online) system and the Precursors Incident Communication System (PICS), projects Prism and Cohesion and task force efforts. The component will also provide technical advice to the Board in assessing substances for scheduling recommendations under the 1988 Convention. Furthermore, the component will enhance cooperation among and build the capacity of law enforcement, customs, postal and other national agencies to safely detect and interdict new psychoactive substances and non-scheduled precursors, through the Global Rapid Interdiction of Dangerous Substances (GRIDS) programme. This work will help Member States to make progress towards Sustainable Development Goal 3.

13.241 The component plans to support Member States on issues related to COVID-19 by updating the model guidelines for the international provision of controlled medicines for emergency medical care in cooperation with WHO. In addition, the component plans to support Member States in identifying and responding to changing patterns in the trafficking in and abuse of new psychoactive substances and non-medical synthetic opioids that may take place owing to emergency situations such as the COVID-19 pandemic.

13.242 The above-mentioned work is expected to result in:

- (a) Advancement of the Board's dialogue with Governments to promote the implementation of the drug control conventions and the Board's recommendations and engage on treaty-related matters;

(b) Effective functioning of the international system for licit trade in controlled substances;

(c) More accurate identification and reporting of Governments on their needs for and consumption of narcotic drugs and psychotropic substances for medical and scientific purposes;

(d) Lower volume of precursor chemicals available for the illicit manufacture of drugs;

(e) Reduction in the trafficking in and illicit consumption of internationally controlled substances and new psychoactive substances.

13.243 The planned support on issues related to COVID-19 is expected to result in:

(a) Strengthened capacity of Member States to respond to changes related to COVID-19 in the demand for and trafficking of new psychoactive substances and non-medical synthetic opioids;

(b) Ability of Member States to better respond to emergency situations requiring expedited international trade in and humanitarian supply of controlled substances for medical purposes.

### **Programme performance in 2020**

13.244 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Member States addressed new trends in trafficking and abuse of new psychoactive substances and non-medical synthetic opioids during the COVID-19 pandemic**

13.245 The COVID-19 pandemic resulted in apparent new trends in trafficking in and abuse of new psychoactive substances and highly potent non-medical synthetic opioids, and increased trafficking through the exploitation of Internet-related services and delivery of goods to individuals by mail and courier services. These trends are expected to continue and grow in the years ahead. The component strengthened the capacity of Member States in analysis and exchange of intelligence on trafficking in dangerous substances through the Internet and in the safe handling of shipments possibly containing highly toxic substances.

13.246 The component also collaborated with the World Customs Organization, the Oceania Customs Organization, Internet-related service providers, mail and courier service providers and online financial intermediaries for the prevention of trafficking in new psychoactive substances, non-medical synthetic opioids and non-scheduled precursors. Furthermore, the component facilitated the exchange of information among Member States on new trends in trafficking in and abuse of new psychoactive substances and non-medical synthetic opioids during the COVID-19 pandemic.

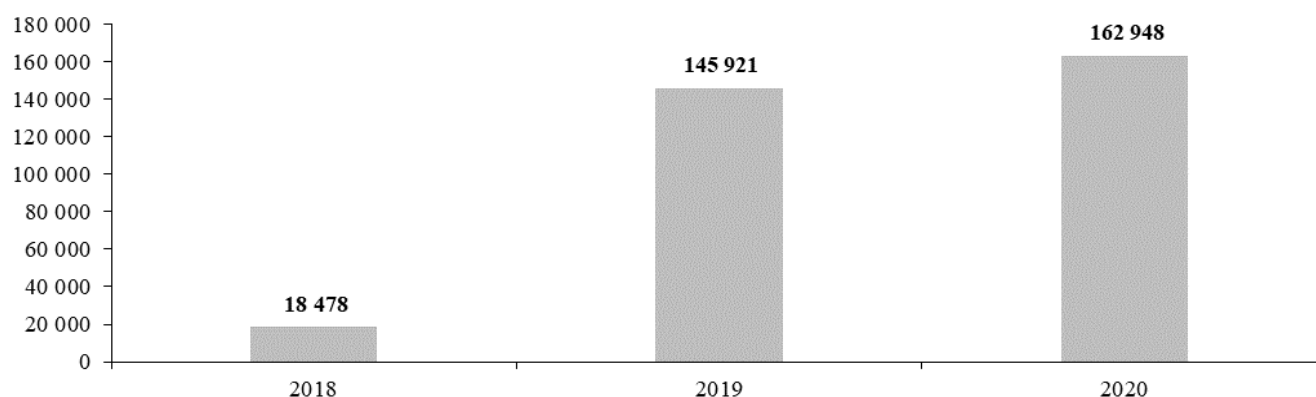
#### *Progress towards the attainment of the objective, and performance measure*

13.247 The above-mentioned work contributed to the objective, as demonstrated by 162,948 pieces of information on trafficking in new psychoactive substances exchanged in real time among Member States (see figure 13.XX).



Figure 13.XX

**Performance measure: number of pieces of information on trafficking in new psychoactive substances exchanged in real time among Member States annually**



### **Impact of COVID-19 on component delivery**

13.248 Owing to the impact of COVID-19 during 2020, the component serviced a shortened 128th session of the Board. Several INCB treaty-monitoring country missions also had to be postponed, resulting in a reduced number of reports. In addition, the modality of capacity-building activities delivered by the component under the INCB Learning project and the GRIDS programme was changed to online or hybrid to the extent possible; and several activities originally planned for the first and second quarters of 2020 were postponed. The following deliverables of the component were affected: parliamentary documentation; substantive servicing of meetings; conference services for meetings; and training events.

13.249 At the same time, however, the component modified planned and identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, resulting in an increased number of expert group meetings to advise the board, seminars, workshops and training events, and technical materials published, particularly on estimates and assessments. The component held an expert group meeting on methodologies for collection of data on consumption of psychotropic substances online instead of in-person.

### **Planned results for 2022**

13.250 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan and therefore shows both the programme performance in 2020 and the proposed programme plan for 2022. Result 2 is a new planned result.

### **Result 1: safeguarding the capacity of the International Narcotics Control Board to monitor the treaty-mandated reporting by Governments and to prevent diversion of internationally controlled substances<sup>35</sup>**

#### **Programme performance in 2020**

13.251 The component has been working on modalities for ensuring that all estimates and assessments of licit requirements for narcotic drugs, psychotropic substances and precursors are established by year end. The component also supported the Board in

<sup>35</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect.16\)](#) and [A/75/6 \(Sect.16\)/Corr.1](#)).

the supervision of the licit trade in internationally controlled substances to ensure availability for licit purposes. Furthermore, the component has been working to ensure the sustainability of the international drug control system and that estimates and assessments of licit requirements are submitted by Member States and established by the Board more efficiently.

13.252 The above-mentioned work contributed to the continued operation by the Board of the international drug control system, which met the planned target of establishing 100 per cent of processes, estimates and assessments established by year end, on the basis of replies received in form B/P and form D, reflected in the proposed programme budget for 2021.

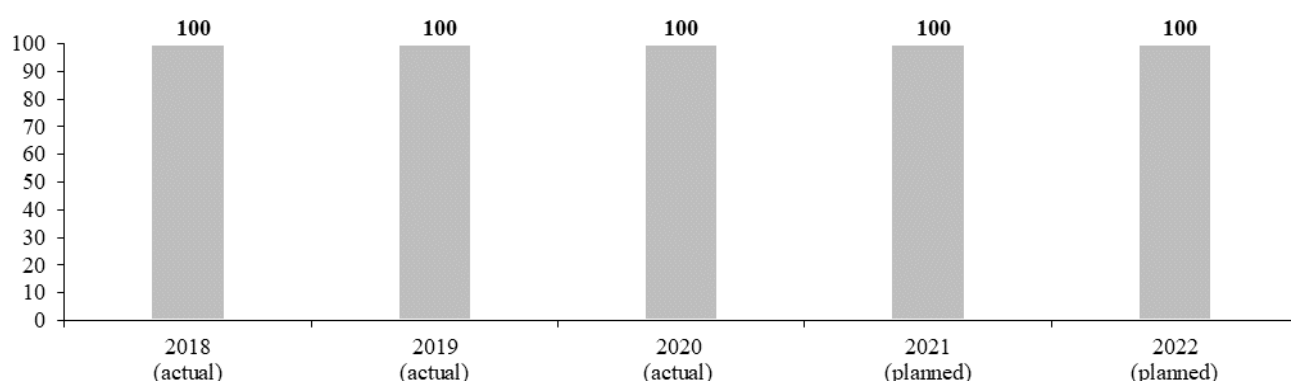
### **Proposed programme plan for 2022**

13.253 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support Member States in the implementation of new modalities that enable more efficient submission of estimates and assessment of licit requirements for narcotic drugs, psychotropic substances and precursors and their establishment by the Board by year end. The expected progress is presented in the performance measure below (see figure 13.XXI).

Figure 13.XXI

**Performance measure: processes, estimates and assessments established by year end, on the basis of the replies received in form B/P and form D**

(Percentage)



### **Result 2: uninterrupted trade in internationally controlled medicines during emergencies and other urgent situations**

13.254 The work of doctors, nurses and health-care professionals in general, who provide treatment and care to people including the most vulnerable, needs to be supported, and safe and effective controlled medicines should be available, accessible and affordable at all times for people who need them. The COVID-19 pandemic demonstrated the need for the international community to reassess modalities for ensuring adequate access to and availability of internationally controlled drugs during emergencies and other urgent situations to ensure that all people in all countries of the world are able to access essential medicines. This includes those medicines that are under international control. During the pandemic, the component provided guidance to Member States on the basis of the joint WHO/INCB model guidelines for the international provision of controlled medicines for emergency care developed in 1996. It issued statements and policy briefs to ensure that the procurement and supply of controlled medicines in countries met the needs of patients, both for COVID-19 positive patients and those who require internationally controlled

medicines for other medical conditions. The component advised individual Member States on procedures to simplify and expedite international trade in controlled medicines in line with the requirements of the drug control conventions.

*Lessons learned and planned change*

13.255 The lesson for the component was that the existing WHO/INCB model guidelines were outdated and that an updated tool would better support the work of Member States and humanitarian assistance organizations in ensuring adequate access to and availability of internationally controlled substances in emergency situations, where established procedures may not be functioning. In applying the lesson, the component will consult with Member States, WHO and other relevant stakeholders to develop updated guidelines and promote their implementation to ensure that trade in medicines containing internationally controlled substances can continue with minimum interruption during emergencies, pandemics and other urgent situations.

*Expected progress towards the attainment of the objective, and performance measure*

13.256 This work is expected to contribute to the objective, as demonstrated by the adoption of updated model guidelines by Member States (see table 13.28).

Table 13.28  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
WHO/INCB model guidelines serve as a basis for the international provision of controlled medicines for emergency care	WHO/INCB model guidelines serve as a basis for the international provision of controlled medicines for emergency care	Recognition that the WHO/INCB model guidelines should be updated to better guide Member States in ensuring provision of controlled medicines during emergency situations such as COVID-19	Revision of model guidelines in consultation with WHO and Member States	Adoption of updated model guidelines by Member States

**Legislative mandates**

13.257 The list below provides all mandates entrusted to the subprogramme.

*Conventions*

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on Psychotropic Substances of 1971

*General Assembly resolutions*

45/179 Enhancement of the United Nations structure for drug abuse control

59/162

Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking

46/104 United Nations International Drug Control Programme

S-20/2

Political Declaration

S-30/1

Our joint commitment to effectively addressing and countering the world drug problem

*Security Council resolutions*

1817 (2008)

*Economic and Social Council resolutions*

1966/1106 (XL)	Implementation of the Single Convention on Narcotic Drugs, 1961	1996/29	Action to strengthen international cooperation to control precursors and their substitutes used in the illicit manufacture of controlled substances, in particular amphetamine-type stimulants, and to prevent their diversion
1967/1196 (XLII); 1991/48	Administrative arrangements to ensure the full technical independence of the International Narcotics Control Board		
1973/1775 (LIV)	Keeping in force the administrative arrangements to ensure the full technical independence of the International Narcotics Control Board	2003/39	Strengthening systems of control over chemical precursors and preventing their diversion and trafficking
1992/29	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances	2004/38	Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking

*Commission on Narcotic Drugs resolutions*

49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs	62/1	Strengthening international cooperation and comprehensive regulatory and institutional frameworks for the control of precursors used in the illicit manufacture of narcotic drugs and psychotropic substances
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	62/2	Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs	62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances	62/5	Enhancing the capacity of Member States to adequately estimate and assess the need for internationally controlled substances for medical and scientific purposes
57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances	62/8	Supporting the International Narcotics Control Board in fulfilling its treaty-mandated functions in cooperation with Member States and in collaboration with the Commission on Narcotic Drugs and the World Health Organization
58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances	63/1	Promoting efforts by Member States to address and counter the world drug problem, in particular supply reduction-related measures, through effective partnerships with private sector entities
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances	63/3	Promoting awareness-raising, education and training as part of a comprehensive approach to ensuring access to and the availability of internationally controlled substances for medical and scientific purposes and improving their rational use
61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances		
61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids		

## Deliverables

13.258 Table 13.29 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 13.29

### Subprogramme 9, component 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>52</b>	<b>37</b>	<b>52</b>	<b>52</b>
1. Annual report of the International Narcotics Control Board	1	1	1	1
2. Reports of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention, on narcotic drugs and on psychotropic substances	3	3	3	3
3. Reports on the supervision of the movement of narcotic drugs, psychotropic substances and precursor chemicals for licit purposes and on the supply of opiate raw materials and demand for opiates for medical and scientific purposes	8	8	8	8
4. Report on intersessional developments, report of the Committee on Finance and Administration, report of the Standing Committee on Estimates and report on the implementation of decisions taken at its previous session, and reports on matters examined and decisions taken by the International Narcotics Control Board	11	10	11	11
5. Estimated requirements for narcotic drugs, assessments of requirements for psychotropic substances, and assessments of licit requirements for amphetamine-type stimulant precursors	6	6	6	6
6. Evaluation of overall treaty compliance by Governments, report on measures to ensure the execution of the international drug control treaties, reports on missions conducted by the International Narcotics Control Board, and specific studies on and evaluation of implementation by Member States of recommendations made by the Board	23	9	23	23
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>98</b>	<b>92</b>	<b>98</b>	<b>98</b>
7. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	50	60	60
8. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	22	18	18
9. Meetings in connection with global projects of the International Narcotics Control Board	20	20	20	20
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>98</b>	<b>92</b>	<b>98</b>	<b>98</b>
10. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	50	60	60
11. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	22	18	18
12. Meetings in connection with global projects of the International Narcotics Control Board	20	20	20	20
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
13. Projects to support Government compliance with the international drug control conventions	3	3	3	3

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Seminars, workshops and training events</b> (number of days)	<b>4</b>	<b>28</b>	<b>4</b>	<b>4</b>
14. Training courses for national authorities to improve compliance with drug control treaties and improve availability of internationally controlled substances for medical and scientific purposes while preventing diversion and abuse	4	28	4	4
<b>Technical materials</b> (number of materials)	<b>56</b>	<b>88</b>	<b>56</b>	<b>92</b>
15. Updates of estimates and assessments of medical and scientific requirements for narcotic drugs and psychotropic substances	24	64	24	64
16. Annual update of forms for treaty-mandated reporting by Member States on narcotic drugs, psychotropic substances and precursor chemicals under the 1961, 1971 and 1988 Conventions and related Economic and Social Council resolutions, and annual update of the lists of narcotic drugs, psychotropic substances and precursor chemicals controlled under the three conventions	12	12	12	12
17. Periodic maintenance of the tables of countries that require authorizations for the import of substances listed in Schedules III and IV of the 1971 Convention, and annual update of the special international surveillance list of non-scheduled chemicals	5	5	5	5
18. Monthly alerts on issues related to drug control and treaty compliance, and update of training materials for national authorities on implementing the provisions of the three drug-control conventions	15	7	15	15
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> country missions of the International Narcotics Control Board to review implementation of the conventions and to make recommendations aimed at improving treaty adherence and implementation, with a view to ensuring the availability of internationally controlled substances while preventing diversion, trafficking and abuse.				
<b>Databases and substantive digital materials:</b> International Drug Control System (IDS) used by the INCB secretariat; International Import and Export Authorization System (I2ES), used by 68 Governments; Pre-Export Notification Online (PEN Online) system, used by 165 Governments; Precursors Incident Communication System (PICS), used by 123 Governments; and Project Ion Incident Communication System (IONICS), used by 135 Governments.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> side events during intergovernmental meetings.				
<b>External and media relations:</b> press releases and press conferences on activities of the International Narcotics Control Board; responses to media requests; statements by members of the Board at intergovernmental meetings; newsletters for Governments; and dissemination of recommendations and positions of the Board to decision makers and the general public.				
<b>Digital platforms and multimedia content:</b> updating and maintenance of the website of the International Narcotics Control Board and the secure areas for Board members and competent national authorities.				

## Programme 14

### Gender equality and the empowerment of women

#### Legislative mandates

14.1 The list below provides all mandates entrusted to the programme.

##### *General Assembly resolutions*

34/180	Convention on the Elimination of All Forms of Discrimination against Women	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
50/42	Fourth World Conference on Women		
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action	73/146	Trafficking in women and girls
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
54/134	International Day for the Elimination of Violence against Women	73/149	Intensifying global efforts for the elimination of female genital mutilation
S-23/2	Political declaration	74/126	Improvement of the situation of women and girls in rural areas
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action	74/127	Violence against women migrant workers
62/136	Improvement of the situation of women in rural areas	74/128	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
64/289	System-wide coherence		
66/130	Women and political participation	74/235	Women in development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	75/158	Trafficking in women and girls
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	75/160	Intensifying global efforts for the elimination of female genital mutilation
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls
		75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

##### *Economic and Social Council resolutions and decisions*

76 (V)	Communications concerning the status of women		anniversary of the Fourth World Conference on Women
304 (XI)	Report of the Commission on the Status of Women (fourth session)	2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
1992/19	Communications on the status of women		
1996/6	Follow-up to the Fourth World Conference on Women	2015/6	Future organization and methods of work of the Commission on the Status of Women
1996/31	Consultative relationship between the United Nations and non-governmental organizations	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth		

*Economic and Social Council agreed conclusion and ministerial declaration*

2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2020/15	Multi-year programme of work of the Commission on the Status of Women
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*Security Council resolutions*

1325 (2000),  
1820 (2008),  
1888 (2009),  
1889 (2009),  
1960 (2010),  
2106 (2013),  
2122 (2013),  
2242 (2015),  
2467 (2019),  
2493 (2019)

*Agreed conclusions of the Commission on the Status of Women*

1996	Implementation of strategic objectives and action in the critical area of concern: poverty	2005	Political declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women
1996	Women and the media		
1996	Child and dependent care, including sharing of work and family responsibilities	2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
1997	Women and the environment		
1997	Women in power and decision-making		
1997	Women and the economy	2006	Equal participation of women and men in decision-making processes at all levels
1997	Education and training of women		
1998	Violence against women	2007	Elimination of all forms of discrimination and violence against the girl child
1998	Women and armed conflict		
1998	Human rights of women	2008	Financing for gender equality and the empowerment of women
1998	The girl child	2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
1999	Women and health		
1999	Institutional mechanisms for the advancement of women	2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome	2013	Elimination and prevention of all forms of violence against women and girls
2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance	2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world	2015	Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women
2002	Environmental management and the mitigation of natural disasters	2016	Women's empowerment and the link to sustainable development
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women	2017	Women's empowerment in the changing world of work
2004	The role of men and boys in achieving gender equality	2018	Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding		



2019	Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls	2021	Women's full and effective participation and decision-making in public life, as well as the elimination of violence, for achieving gender equality and the empowerment of all women and girls
2020	Political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women		

## Programme of work

### Subprogramme 1

#### Intergovernmental support, coordination and strategic partnerships

#### Objective

14.2 The objective, to which this subprogramme contributes, is to strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights.

#### Deliverables

14.3 Table 14.1 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 14.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>
1. Reports for the General Assembly, including on the improvement of the status of women	2	–	2	–
2. Reports for the Economic and Social Council, including on mainstreaming a gender perspective in the United Nations system	1	1	1	1
3. Reports for the Commission on the Status of Women on the normative aspects of the work of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>52</b>	<b>52</b>	<b>46</b>	<b>46</b>
4. Meetings of the General Assembly, including formal and informal meetings of the Second and Third Committees	16	16	10	10
5. Meetings of the Security Council on women and peace and security	3	3	3	3
6. Meetings of the Economic and Social Council	1	1	1	1
7. Meetings of the Commission on the Status of Women, including consultations by the Bureau and meetings by the Commission to implement its organization of work	32	32	32	32
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
8. Network (focal points on the status of women)	3	3	3	3

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>9</b>	<b>8</b>	<b>11</b>
9. Guidance materials on gender parity in the United Nations system and on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker	5	9	8	11
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> cross-sectoral interactive dialogues and ministerial round tables, with broad regional representation and participation from Governments, United Nations entities, women's organizations and the private sector; multi-stakeholder expert side events on gender equality and the empowerment of women in key meetings, conferences and summits, reaching on the average over 100 participants per event, comprising representatives of Member States, women's and other civil society organizations, United Nations entities and think tanks; expert consultations on gender mainstreaming in a thematic area or sector in which gender considerations are absent or need strengthening with at least 4-6 experts and representatives of Governments, United Nations entities and civil society organizations (per consultation)				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> Daily updates and maintenance of the UN-Women website, reaching more than 7 million unique visitors.				

## Subprogramme 2

### Policy and programme activities

#### Objective

14.4 The objective, to which this subprogramme contributes, is to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard.

#### Deliverables

14.5 Table 14.2 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 14.2

#### Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>9</b>	<b>12</b>	<b>10</b>
1. Reports for the General Assembly, including on violence against women, trafficking in women, the world survey on the role of women in development, women in development, improvement in the situation of women and girls in rural areas, and violence against women migrant workers	3	3	6	4
2. Reports for the Security Council on women and peace and security	1	1	1	1
3. Reports for the Commission on the Status of Women, including on priority themes and confidential list	5	5	5	5

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>50</b>	<b>60</b>	<b>67</b>
4. Projects on the Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiatives <sup>a</sup>	2	50	60	67
<b>Seminars, workshops and training events</b> (number of days)	<b>3</b>	<b>30</b>	<b>33</b>	<b>37</b>
5. Training on gender equality and macroeconomics	1	4	3	3
6. Training on women and peace and security	1	1	1	1
7. Training on gender-responsive budgeting	1	2	1	3
8. Training on gender statistics <sup>b</sup>	—	23	28	30
<b>Publications</b> (number of publications)	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>
9. Inventory of activities on violence against women	1	—	1	1
10. Publication on <i>Progress of the World's Women</i>	—	—	1	—
11. Publication on Beijing+25	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
12. Reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women	1	1	1	1
13. Guidance notes on essential services to respond to violence against women and on integrating gender equality into macroeconomic policies	—	2	2	2
14. Knowledge material on the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda	1	1	1	1
15. Policy Brief: "The impact of COVID-19 on women"	—	1	—	—
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> technical advice to Member States in all regions, at their request, and non-governmental organizations on access to financial markets and services for women, gender-responsive budgeting, gender-responsive development plans at the national and local levels, gender equality policies, strategies and action plans; technical advice to strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and actions plans; support for the implementation of the women and peace and security agenda, including country-level assistance to develop and implement national action plans on women and peace and security; expert consultation on priority themes and issues in preparation for the session of the Commission on the Status of Women, and preparation of the <i>Progress of the World's Women</i> report; technical advice to ministries of finance, planning and women's affairs, at their request, on integrating a gender perspective into policies on macroeconomics, and social protection systems, decent work and the care economy, to achieve the Sustainable Development Goals				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> brochures for the promotion of the Commission on the Status of Women and booklets and pamphlets on various topics relevant to support gender equality and the empowerment of women				
<b>External and media relations:</b> media releases reaching global and geographically diverse public, technical expert and Government audiences on various topics related to women, including on UN-Women flagship publications				
<b>Digital platforms and multimedia content:</b> update and maintenance of web platforms on financing for gender equality, the political participation of women, and gender equality and HIV and AIDS, and of the Global Database on Violence against Women				
<b>Library services:</b> documents maintained to preserve the institutional memory related to UN-Women				

<sup>a</sup> The large increase for projects on Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces reflects a methodological change in how these deliverables are counted. The change was made to align and ensure coherence with the UN-Women strategic plan.

<sup>b</sup> The large increase for training on gender statistics reflects a methodological change in how these deliverables are counted. This change was made to align and ensure coherence with the UN-Women strategic plan.

## **Programme 15**

### **Economic and social development in Africa**

#### **Overall orientation**

##### **Mandates and background**

15.1 The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for the development of Africa. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution [671 \(XXV\) A](#). The coronavirus disease (COVID-19) pandemic in Africa has revealed a series of dire challenges and emerging critical issues that will need to be urgently addressed to ensure attainment of the outcomes of the 2030 Agenda for Sustainable Development and Agenda 2063, The Africa We Want, of the African Union.

15.2 ECA has a critical role to play in providing sets of innovative solutions, and also demand-driven and tailor-made policy and technical advice to member States and regional economic communities in pursuit of accelerated post-COVID-19 recovery and the rise of more prosperous and inclusive societies. ECA interventions will include cutting-edge research and related integrated policy and capacity support focused on economic diversification, with a special focus on the design of innovative financial instruments for increased resource mobilization; the development of national and subregional strategies and the setting up of additional regional stakeholder platforms for an enhanced operationalization of the African Continental Free Trade Area; and the digital transformation.

##### **Strategy and external factors for 2022**

15.3 The ECA programme strategy has at its core an integrated and coherent approach whereby subprogrammes are planned and delivered together, with a focus on transformational changes across key domains and a measurable contribution to the 2030 Agenda and Agenda 2063. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:

- (a) Enhancing the capacity and relevance of ECA as a premier knowledge policy institution in Africa in deploying knowledge to support policymaking to drive the development agenda of Africa;
- (b) Formulating policy options to accelerate economic diversification and job creation for the transformation of Africa;
- (c) Designing and implementing financing models and leveraging them for the development of human, physical and social infrastructure assets;
- (d) Supporting ideas and actions to foster deeper regional integration and the development of regional public goods, with a focus on social inclusion and taking into account synergies between the economic and social development programmes of Africa and its peace and security agenda;
- (e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.

15.4 In pursuing these strategic directions, ECA has three core functions that cut across all its various subprogrammes. These are its convening function, its think-tank function, and its operational function, as defined below:

(a) Convening function: provision of multilateral and multi-stakeholder platforms, helping to reinforce multilateralism regionally and globally;

(b) Think-tank function: conducting interdisciplinary research and analysis of key challenges facing member States and Africa as a whole, while also promoting peer learning and development;

(c) Operational function: provision of direct policy advice and support to member States, including through cooperation with other United Nations system entities.

15.5 The COVID-19 pandemic has led to the reinforcement of the long-term vision of ECA in terms of its strategic positioning as a first-class think tank, catalyst and facilitator within the framework of international negotiations involving Africa. As an illustrative example, over the past year ECA has demonstrated the multiplier effect of its voice, conveying member States' particular exigencies in respect of debt servicing, leading to substantial savings which could be repurposed towards tackling the socioeconomic impacts of the COVID-19 pandemic.

15.6 In this regard, ECA intends to boost collaboration with the resident coordinator system and United Nations country teams and the coordination of collective actions at national and subregional levels through its new strategic approach on working with resident coordinators and country teams and the recently launched Regional Collaborative Platform for Africa and its cluster work around opportunity and issue-based coalitions. ECA will further mainstream policy guidance and recommendations, taking into account the relevant provisions of intergovernmental policy organs and platforms and promote cooperation among the regional economic communities for a sound and expeditious implementation of regional agreements within the context of the various United Nations-African Union partnership frameworks, including on peace and security. ECA will pursue its support for member States and regional economic communities in implementing key strategic frameworks such as the African Continental Free Trade Area. ECA will also continue to harness the private sector as a driver for job creation and alternative means of development financing and endeavour to support policies to ensure that the sector thrives.

15.7 Although it has posed serious threats to the sustainable development and growth of the continent, the COVID-19 pandemic has also opened up a number of new opportunities. ECA will enhance its facilitating role in terms of identifying and proposing innovative financing tools to boost domestic resource mobilization, and address debt servicing, as a main mitigating measure. ECA will focus its interventions in 2022 on building forward and building better by harnessing the multiple opportunities offered by, among others, the digital revolution, the implementation of the Agreement Establishing the African Continental Free Trade Area since 1 January 2021 and the blue economy, by amplifying its pioneering role in producing and disseminating quality knowledge products, providing tailor-made policy and technical advice and convening policy dialogues on emerging sustainable development issues in line with the 2030 Agenda and Agenda 2063. As part of the United Nations reform agenda, ECA will use the Africa Regional Collaborative Platform and opportunity and issue-based coalitions, together with direct support for the resident coordinator system and United Nations country teams, as the main delivery channels for its services.

15.8 The proposed programme for 2022 was adopted by the Conference of Ministers in its resolution 981 (LIII) of 23 March 2021. The proposal included a change in the title of subprogramme 5 from "Climate change, environment and natural resources management" to "Technology, climate change and natural resources management", to align it with the mandate, objective and work of the subprogramme.

15.9 For 2022, the ECA planned deliverables and activities reflect the known and unknown challenges related to the COVID-19 pandemic that are being faced by member States. Such planned deliverables and activities include enhanced support for the implementation of the Agreement Establishing the African Continental Free Trade Area as a key instrument for boosting sustainable growth on the continent; and the development of digital platforms and tools to advance a safe and sustainable development agenda on the continent with special emphasis on health-economy linkages. They will also comprise the conceptualization and provision of customized macroeconomic models, together with knowledge products assessing the socioeconomic impacts of COVID-19, with a view to integrating related findings into policy formulation at continental, subregional and national levels.

15.10 Capacity-building and training activities around key emerging development issues will also be held to foster the identification of additional post-COVID-19 recovery pathways and the conceptualization of strategic policy frameworks. As an example, given the impact of the COVID-19 pandemic on national statistical systems, the upgrading of official statistics in Africa has become an urgent task to enable the tracking of progress made in respect of the implementation of the 2030 Agenda, Agenda 2063 and national development plans. As a result, technical assistance will be provided to member States in strengthening their systems, and efforts will be made to tap the potential of big data and non-traditional sources to ensure the near-real time availability of data. Specific examples of such planned deliverables and activities are provided under subprogrammes 1, 2, 3, 5, 6, 8 and 9, and also under components 1, 3, 4 and 5 of subprogramme 7. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 5, 8 and 9 and component 4 of subprogramme 7.

15.11 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Despite the fluid nature and uncertain evolution of the COVID-19 pandemic, sustainable long-term recovery pathways are identified, consolidated and followed for the delivery of ECA services;

(b) The Africa Regional Collaborative Platform is fully operational and is used to channel ECA contributions and support for the implementation of African Union-United Nations cooperation frameworks;

(c) Member States and regional economic communities continue to cooperate among and between themselves and coordinate collective and harmonized actions focusing on the implementation of the 2030 Agenda and Agenda 2063, and on operationalization of the African Continental Free Trade Area in a post COVID-19 context, with support from ECA;

(d) Intergovernmental policy organs and forums provide continued policy advice on emerging priorities with a view to guiding interventions by ECA.

15.12 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. If, however, the pandemic were to have a continued 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.

15.13 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the objective of subprogramme 6 is to accelerate the pace of member States to implement, and report on, their global and regional commitments related to gender equality and the empowerment of women

and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls, in order to achieve gender equality and inclusiveness in Africa. The subprogramme also provides technical support to the Commission's other subprogrammes to ensure that a gender perspective is reflected in their programme of work. The subprogramme will also strengthen the capacity of member States, through the provision of tailored technical support, advisory services and hands-on training, in gender equality, the empowerment of women and girls, inclusiveness and economic diversification, women's entrepreneurship, and the integration of a gender perspective into national policies and programmes.

15.14 With regard to cooperation with other entities at the global, regional, national and local levels, the joint African Union and United Nations frameworks on peace, security, human rights and development, the 2030 Agenda and Agenda 2063 will entail a need for greater and stronger coordination between United Nations agencies to deliver as one in cooperation with the African Union. Consequently, support by ECA for member States and regional economic communities will be underpinned by its leadership role in coordinating the work of the United Nations system to support the African Union Commission within the mandate of ECA. In addition, ECA will build on its existing strategic partnership with the African Development Bank, the African Export-Import Bank (Afreximbank) and other regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations, and forge new partnerships in advancing attainment of the 2030 Agenda and Agenda 2063. With regard to South-South and triangular cooperation, ECA will continue to leverage value-adding partnerships premised on the principle of enhancing complementarity and development impact. This will also enable the Commission to respond better to the evolving needs of member States within the context of new and emerging opportunities.

15.15 With regard to inter-agency coordination and liaison, ECA will continue to promote collaborative delivery through cross-sectoral initiatives that cut across goals and targets and ensure effective linkages between regional, subregional and national perspectives. This will include working through the Regional Collaborative Platform for Africa and enhanced collaboration with regional United Nations entities through opportunity and issue-based coalitions to ensure more coordinated responses and a cogent collective contribution to fulfilment of the 2030 Agenda and Agenda 2063. In addition, ECA will make its knowledge products more visible and accessible to member States, resident coordinators and United Nations country teams through a more targeted effort to disseminate its knowledge resources, including through the online and on-site training services provided under subprogramme 8.

15.16 Joint efforts are needed to expedite the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in the context of recovery from the COVID-19 pandemic and the decade of action and delivery for sustainable development. This will require strengthening inter-agency coordination to deliver as one in cooperation with the African Union and multisectoral partnerships to identify actions, programmes and projects, and regional platforms that will contribute to achievement of the goals of the above-mentioned African Union-United Nations framework. Consequently, support by ECA for member States and regional economic communities will be underpinned by its leadership role in coordinating the work of the United Nations system in support of the African Union Commission.

15.17 In addition, through the recently launched Regional Collaborative Platform for Africa and its cluster work around opportunity and issue-based coalitions, there will be need for more robust coordination between United Nations agencies to deliver as

one. Continued collaboration with the regional economic and social commissions will be vital in ensuring advocacy at the global level of the African position and the integration of its contributions in regional responses to global discussions. In addition, ECA will leverage its existing strategic partnerships with regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations, and forge new partnerships in advancing fulfilment of the 2030 Agenda and Agenda 2063.

15.18 With regard to disability inclusion, ECA will participate in the implementation of the system-wide United Nations Disability Inclusion Strategy and will include mitigating measures to overcome any challenges while operationalizing such inclusion. The strategy will cover programme design, implementation and evaluation, policies on the operational aspects; including for reasonable accommodation of related requests and consultations with persons with disabilities. In order to advance disability inclusion, the programme plans to develop a global meeting registration portal with additional accessibility features. Furthermore, specialized equipment will be provided at the headquarters compound in Addis Ababa and, in a subsequent phase, at subregional offices, with a view to enhancing widespread access. Adequate training for the use of the portal and assistive equipment will be provided to all concerned staff. The programme will also explore the development and implementation of specific joint projects with other United Nations entities.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

15.19 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of ECA, including the postponement or cancellation of deliverables and activities. These deliverables and activities included the preparation and finalization of thematic studies and reports, such as those on international migration in Africa, the state of urbanization in Africa and the Africa Human Security Index; reports of policy dialogues and ad hoc expert group meetings, on such issues as integration of statistical and geospatial information, and of technical and validation workshops, such as those related to the review of African Continental Free Trade Area strategies; reports of scoping missions to member States for data collection and analysis; and reports of capacity-building sessions for African practitioners such as regulators and investors on issues linked to the development of capital markets. Additional examples of the impact are provided under all subprogrammes. The postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance of subprogrammes 2, 6 and 9 and components 1, 2, 3 and 4 of subprogramme 7.

15.20 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. Some deliverables were achieved through a change of approach with regard to delivery modalities and methods, as demonstrated by the shift from in situ meetings and missions to online meetings and webinars, enabling a greater number of participants to attend and contribute. All in situ training activities under subprogramme 8 were cancelled and the associated training materials were reconfigured in an e-learning format. Other modifications and new activities included the refocusing of studies and assessments on the analysis of socioeconomic impacts of the COVID-19 pandemic; the leveraging of innovative solutions such as information and communications technology and digital governance to address those impacts, fostering experience sharing on best practices among member States; the



design of transformative financial instruments and the convening of new meetings and policy dialogues, such as those gathering African ministers of finance together to discuss debt issues and initiatives leading to important savings for member States; and the strengthening of the role of the private sector and its investments in the economic growth and transformation of Africa (infrastructure, land and agriculture, energy). Additional 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 subprogrammes 1, 2, 3 and 9, and components 1 and 4 of subprogramme 7.

15.21 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of information and communications technology for the convening of expert meetings, ministerial conferences, thematic webinars and e-learning sessions, which led to the inclusion of a much larger number of beneficiaries in 2020, with a better gender balance and more diversified, than in previous years. This entailed the need for additional flexibility and versatility by organizers and participants, reducing disruptive impacts on the business as usual activities of the Commission. Lessons learned focused on the importance of business continuity and contingency plans and the need to strengthen them with a meticulous risk assessment and identification of new mitigation measures. Subprogrammes have already started to adjust and adapt their approach accordingly and will continue to do so in 2022 through the strengthening of monitoring and evaluation mechanisms and quarterly accountability and programme performance review meetings.

## Legislative mandates

15.22 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
57/144	Follow-up to the outcome of the Millennium Summit	65/214 65/274	Human rights and extreme poverty Cooperation between the United Nations and the African Union
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields	65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020
58/220	Economic and technical cooperation among developing countries	66/130 66/137	Women and political participation United Nations Declaration on Human Rights Education and Training
58/269	Strengthening of the United Nations: an agenda for further change	66/224	People's empowerment and development
60/1	2005 World Summit Outcome	68/145	Strengthening collaboration on child protection within the United Nations system
60/222	United Nations Declaration on the New Partnership for Africa's Development	68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa		
64/215	Legal empowerment of the poor and eradication of poverty		

68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/302	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/155	The right to development	75/154	Inclusive development for and with persons with disabilities
70/159	Globalization and its impact on the full enjoyment of all human rights	75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls
70/184	Information and communications technologies for development	75/180	Enhancement of international cooperation in the field of human rights
70/192	Follow-up to the International Conference on Financing for Development	75/194	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
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	75/202	Information and communications technologies for sustainable development
70/215	Development cooperation with middle-income countries	75/203	International trade and development
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	75/204	International financial system and development
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	75/205	External debt sustainability and development
71/289	Cooperation between the United Nations and the International Organization of la Francophonie	75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
72/234; 74/235	Women in development	75/207	Promoting investments for sustainable development
72/266	Shifting the management paradigm in the United Nations	75/211	Entrepreneurship for sustainable development
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	75/212	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
73/195	Global Compact for Safe, Orderly and Regular Migration	75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	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
74/216	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	75/217	Protection of global climate for present and future generations of humankind
74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries	75/220	Harmony with Nature
74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
		75/225	Towards a New International Economic Order

75/226	International migration and development	75/232	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries	75/234	South-South cooperation
75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection	75/235	Agriculture development, food security and nutrition
75/230	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	75/237	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
75/231	Industrial development cooperation	75/239	Oceans and the law of the sea

### *Economic and Social Council resolutions*

2014/11	Follow-up to the International Conference on Financing for Development	2017/28	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2018/23	New strategic directions of the Economic Commission for Africa

### *Economic Commission for Africa resolutions*

671 (XXV) A	Establishment of an Economic Commission for Africa	966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
748 (XXVIII)	Population, family and sustainable development		
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities	967 (LII)	Progress in the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 and preparation for the Fifth United Nations Conference on the Least Developed Countries
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa	968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	969 (LII)	Digitization and the digital economy initiative
929 (XLVIII)	Third International Conference on Financing for Development	972 (LIII)	African Continental Free Trade Area
935 (XLVII)	Least developed countries in Africa	973 (LIII)	Data and statistics
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes	974 (LIII)	Civil registration and vital statistics
938 (XLIX)	Integrated reporting and follow-up on sustainable development	975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
939 (XLIX)	Africa Regional Forum on Sustainable Development	976 (LIII)	Coronavirus disease vaccines
941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society	977 (LIII)	Economic Commission for Africa support for least developed countries in the context of the Fifth United Nations Conference on the Least Developed Countries
964 (LII)	2020 programme plan and budget	978 (LIII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock	979 (LIII)	African Institute for Economic Development and Planning
		980 (LIII)	Special drawing rights
		981 (LIII)	2022 programme plan and budget

## Deliverables

15.23 Table 15.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 15.1

### Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>5</b>	<b>6</b>	<b>5</b>	<b>8</b>
1. Coordination meetings on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	2	2
2. Annual Africa Business Forum	–	1	–	1
3. Meetings of the Regional Coordination Platform	–	–	–	2
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>
7. Report on overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	–	1	–	1
8. Implementation reports on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	2	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> support for the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> advocacy and awareness-raising with member States.				

## Evaluation activities

15.24 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

(a) Final evaluation of the joint financial arrangement between ECA and the pooled fund partners;

(b) Final evaluation of the project to deepen African trade integration through effective implementation of the African Continental Free Trade Area, to support economic integration.

15.25 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the evaluations identified systemic weaknesses in the theories of change that were applied in ECA projects, as they lacked robustness while in some cases missing altogether. Similarly, the evaluation findings noted that project monitoring and evaluation frameworks could be strengthened. To address these shortcomings, theory of change and monitoring and evaluation frameworks will be made mandatory in project documents. In the terms of reference of projects, the assessment phase will henceforth include

special emphasis on assessing the theory of change, along with the other evaluation criteria stipulated by the United Nations Evaluation Group prior to project approval. In that context, monitoring and reporting are being further strengthened through training measures for staff in results-based management and other skills. An internal online reporting system is currently being developed and will soon be rolled out.

15.26 While the joint financial arrangement between ECA and the pooled fund partners has been discontinued since the end of 2019, the recommendations from the end-of-project evaluation have provided valuable insights and lessons that ECA is actively incorporating in its future projects and programmes. The findings from the evaluation of the African Trade Policy Centre (ATPC) have resulted in the formulation of a gender strategy and recruitment of a full-time gender expert. Pursuant to another recommendation, a partnership strategy is currently being developed. To remedy the weakness of the programme review mechanism, quarterly review meetings have been organized since 2020 and, for ATPC, bimonthly team meetings are being organized. In addition, to improve overall monitoring and evaluation, a dedicated expert is being hired to strengthen all related aspects, including learning. Guidelines for national strategies for the operationalization of the African Continental Free Trade Area were revised in the light of recommendations and lessons learned from the evaluation, including the need to formulate criteria for the selection of countries to engage in the design of national strategies: such criteria have now been formulated.

15.27 The following self-evaluations are planned for 2022:

- (a) ECA support for member States in strengthening their national accounts;
- (b) Mainstreaming and outcomes of the Sustainable Development Goals in the ECA programme of work for 2018–2021;
- (c) Fifty-fourth session of the Economic Commission for Africa;
- (d) Eighth session of the Africa Regional Forum on Sustainable Development.

## **Programme of work**

### **Subprogramme 1**

#### **Macroeconomic policy and governance**

#### **Objective**

15.28 The objective, to which this subprogramme contributes, is to achieve structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis and enhanced public sector finance management and governance.

#### **Strategy**

15.29 To contribute to the objective, the subprogramme will develop knowledge products such as the annual editions of the Africa Sustainable Development Report and adopt and customize policy-relevant tools such as the integrated planning and reporting toolkit, to assist countries in the design, implementation and tracking of performance on national development plans that are aligned with the 2030 Agenda and Agenda 2063. The subprogramme will convene regional and expert group meetings for the dissemination of the knowledge products and exchange of experience and capacity-building in the area, and in addition the subprogramme also plans to

provide technical assistance and to mount country-specific initiatives to strengthen development planning institutions. The subprogramme will also continue to track progress towards the Sustainable Development Goals and fulfilment of Agenda 2063 through annual reports and convene meetings of least developed countries for policy dialogue and advice on country initiatives for the implementation of the new programme of action for least developed countries to be adopted at the Fifth United Nations Conference on the Least Developed Countries. The subprogramme will also support work to create a policy framework that ensures coherence, coordination and effective resource mobilization and allocation.

15.30 The subprogramme will produce knowledge and policy products, such as the Africa quarterly economic performance and outlook report and the Economic Report on Africa, convene and participate in various corporate conferences and workshops, such as the annual session of the Conference of African Ministers of Finance, Planning and Economic Development, and conduct capacity-building and advisory activities that foster the exchange of knowledge and ideas. This work will support member States in their progress towards the achievement of the Sustainable Development Goals. The subprogramme will also continue its support for member States through the development and implementation of economic models for forecasting and policy simulation, to assist in the design and implementation of evidence-based policies and plans.

15.31 The subprogramme will further undertake policy research and produce knowledge products such as the African Economic Governance Report, convene workshops and seminars and work with internal and external partners, such as the African Peer Review Mechanism and the Consortium on Illicit Financial Flows. This work will assist member States in their progress towards the achievement of Goals 16 and 17.

15.32 The subprogramme plans to support member States on issues related to COVID-19 by making use of the customized ECA macroeconomic models being developed and implemented to assess the impact of COVID-19, to feed into the countries' policy formulation and implementation processes. This will involve capacity-building and the findings and results of the impact of COVID-19 analysis will be presented to policymakers at expert group meetings.

15.33 The above-mentioned work is expected to result in:

- (a) A more coordinated and integrated approach to policy design and implementation;
- (b) The accelerated and sustainable graduation of African least developed countries;
- (c) The increased use of new ideas and macroeconomic modelling and forecasting tools in policy analysis, formulation and implementation, thereby fostering structural transformation and sustained inclusive growth;
- (d) The increased mobilization of domestic and international public resources for development and investment in priority areas.

## **Programme performance in 2020**

15.34 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 macroeconomic analysis in response to the COVID-19 pandemic

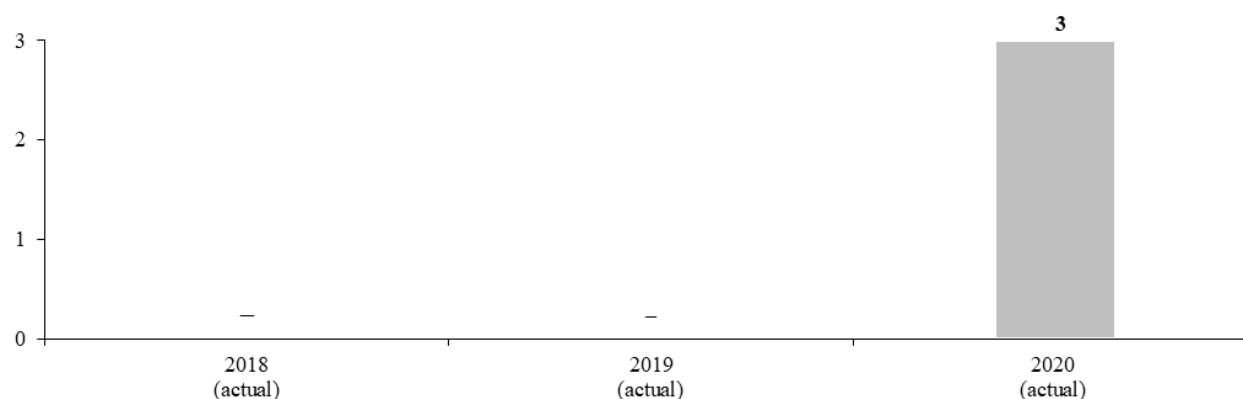
15.35 The subprogramme supported member States in assessing the economic impacts of COVID-19 in such countries as Ethiopia, Namibia and Rwanda. The subprogramme further developed and modified the country-specific models fed into the respective 2020 common country assessment reports with regard to the impact of COVID-19, led by resident coordinator offices.

#### *Progress towards the attainment of the objective, and performance measure*

15.36 The above-mentioned work contributed to the objective, as demonstrated by three countries (Ethiopia, Namibia and Rwanda) having taken steps to respond to the socioeconomic impacts of the COVID-19 pandemic, following the impact assessment through the use of the macroeconomic models (see figure 15.I). In Ethiopia, for example, the assessment led to the identification and development of a proposal on the bankable projects through which the United Nations could provide support to the Government. These areas include micro, small and medium-sized enterprises, job creation and agriculture and rural development. In Namibia, it fed into the country's Social Economic Response Plan, which is guiding United Nations support for the Government in its COVID-19 mitigation and recovery efforts.

Figure 15.I

**Performance measure: annual number of countries that have assessed the socioeconomic impacts of COVID-19**



### Impact of COVID-19 on subprogramme delivery

15.37 Owing to the impact of COVID-19 during 2020, the subprogramme had to postpone the first meeting of the Economic Governance Committee, which was planned to take place in 2020. The meeting was to be organized in response to the recommendation of the Conference of African Ministers of Finance, Planning and Economic Development at its fifty-second session, held in Marrakech, Morocco, in 2019. The subprogramme also modified the roll-out process of the integrated planning and reporting toolkit, converting it to a two-track approach. An online approach has been used to introduce the tool to member States, while a second track is followed, with hands-on training and face-to-face interactions. The face-to-face training sessions were deferred to after 2020. The subprogramme also changed the approach to the workshop on public finance, from a face-to-face format to a combination of virtual and online training. The online course on illicit financial flows was conducted in cooperation with subprogramme 8, attracting a higher number of participants from more countries, although concerns arose regarding the efficacy of the approach in building the capacity of the participants.

15.38 At the same time, however, the subprogramme adjusted some activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme changed its approach to the development and implementation of ECA modelling work to incorporate the assessment of the impact of the COVID-19 pandemic on the target countries. This led to the development and use of the macroeconomic model for assessing the impact of COVID-19 on Africa as a whole, and also on specific countries such as Ethiopia, Namibia and Rwanda, where the outputs from the modelling work have been used to inform policy through the countries' common country assessments under the countries' respective United Nations country teams. The subprogramme modified its advisory services, by use of webinars to support member States in leveraging public governance and spearheading innovative solutions such as information and communications technology and digital governance to address the COVID-19 pandemic. This led to an exchange of information among member States on best practices, identifying challenges and how to tackle them, including through peer support, to effectively meet the objectives of public responses to the pandemic.

15.39 In addition, the subprogramme contributed to new activities identified to support member States on issues related to COVID-19, within the overall scope of its objectives, namely the convening of African ministers of finance to discuss debt issues and initiatives such as the Group of 20 Debt Service Suspension Initiative and the sovereign debt restructuring mechanism; convening of a meeting on special drawing rights with ministers of finance and relevant stakeholders to deliberate on debt sustainability and restructuring; an African COVID-19 finance initiative; and the liquidity and sustainability facility for African sovereign bonds. All these activities led to the production of proposals on the general allocation of special drawing rights and the voluntary redistribution of existing special drawing rights from countries that do not require them to countries facing liquidity constraints. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

15.40 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: macroeconomic model to inform policymaking and analysis<sup>1</sup>**

#### **Programme performance in 2020**

15.41 The subprogramme supported member States in the development and implementation of the countries' macroeconomic model for forecasting and policy simulation to aid in their policy formulation and implementation processes. The subprogramme also carried out capacity-building activities to enhance the modelling and economic analysis skills of member States. Furthermore, the subprogramme convened expert group meetings to share knowledge and experience with regard to modelling and economic analysis work in different countries.

15.42 The above-mentioned work contributed to 11 member States (Algeria, Burundi, Djibouti, Egypt, Ethiopia, Gambia, Ghana, Mauritania, Namibia, Rwanda and Zambia) leveraging the macroeconomic model for policy analysis and advice, which exceeded the planned target of nine member States reflected in the proposed programme budget for 2020.

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<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

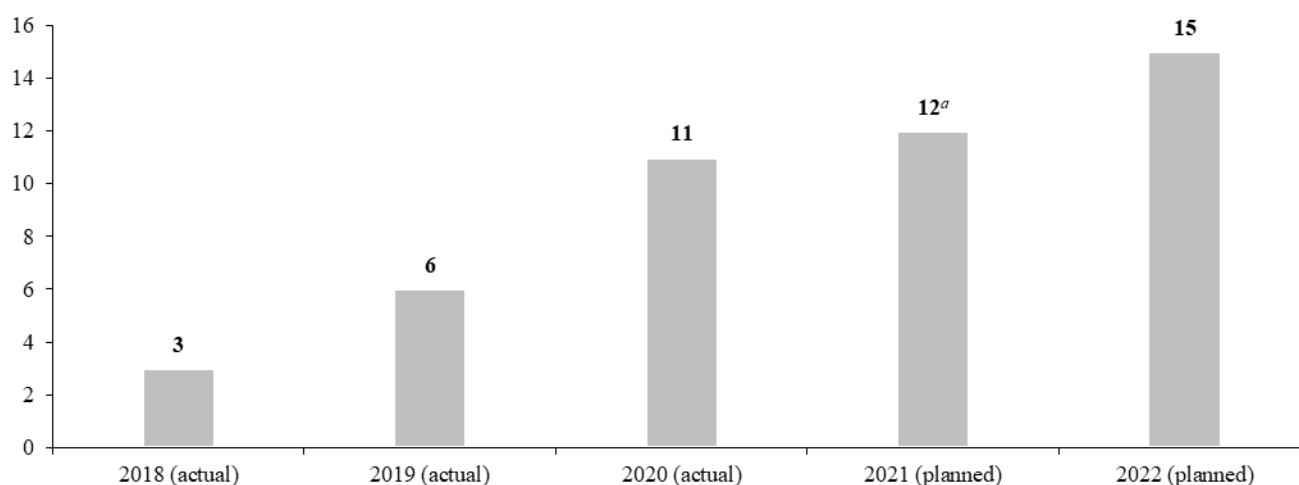


### Proposed programme plan for 2022

15.43 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 in terms of capacity-building in modelling and policy analysis and also convening of expert group meetings for knowledge-sharing in additional countries in the development and implementation of the macroeconomic model. The expected progress is presented in the performance measure below (see figure 15.II).

Figure 15.II

**Performance measure: total number of member States leveraging the macroeconomic model for policy analysis and advice (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: curbing illicit financial flows to enhance domestic resource mobilization<sup>2</sup>

#### Programme performance in 2020

15.44 The subprogramme worked with partners, namely the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office on Drugs and Crime (UNODC), to identify illicit financial flows in the statistical framework of the Sustainable Development Goals and develop a conceptual framework and measurement methodologies for such flows, thus enabling reporting on progress and promotion of indicator 16.4.1 of Goal 16 on the measurement of illicit financial flows from tier 3 to tier 2. ECA work on measuring trade misinvoicing, the largest commercial component, is a significant part of this conceptual framework and its methodologies, and will contribute to country strategies for curbing illicit financial flows.

15.45 The above-mentioned work contributed to the establishment of methodologies to measure the magnitude of illicit financial flows for Nigeria and the United Republic of Tanzania, which met the planned target reflected in the programme budget for 2021.

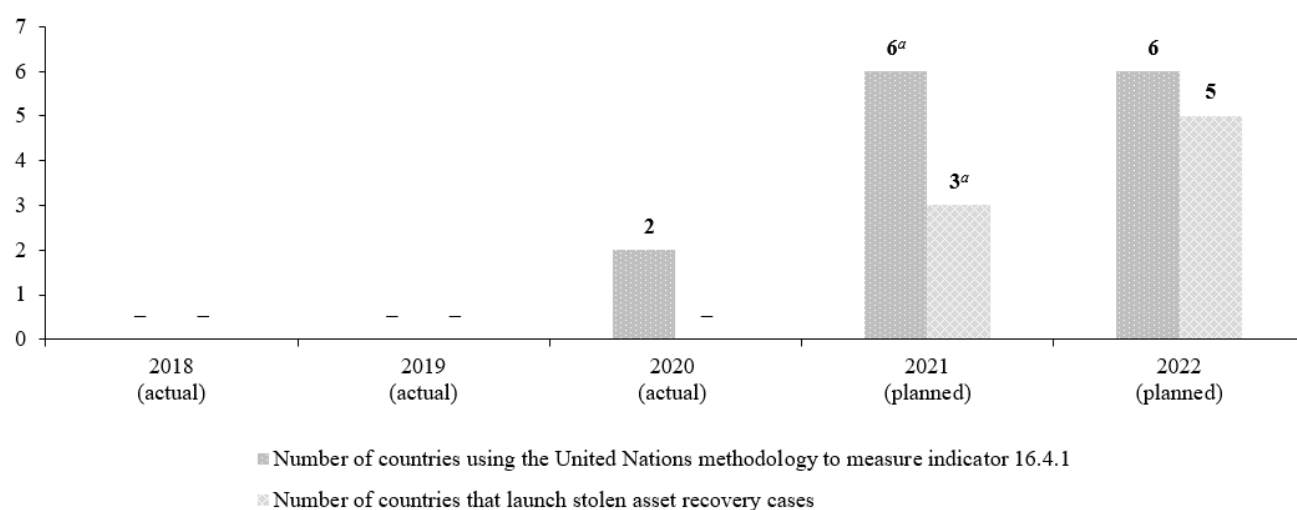
<sup>2</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

15.46 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 roll out the conceptual framework, guidelines and measurement methodologies in member States and support the measurement, collection of information and reporting on the prevalence of illicit financial flows in each country, and also launch asset recovery initiatives. The expected progress is presented in the performance measure below (see figure 15.III).

Figure 15.III

**Performance measure: total number of countries that establish methodologies to measure the magnitude of illicit financial flows (as per indicator 16.4.1) (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: improved capacity in development planning for sustainable development and structural transformation in Africa

#### Proposed programme plan for 2022

15.47 Together with the 2030 Agenda and Agenda 2063, African countries have also committed themselves to implementing the Paris Agreement on climate change and the Sendai Framework on Disaster Risk Reduction. The need for the joint mainstreaming of global and continental development agendas in national policies and plans poses enormous challenges to African countries. The traditional planning approaches and tools available to countries have proved inadequate for integrating continental and international commitments in countries' planning and policy frameworks. Over the course of 2019 and 2020, the subprogramme provided capacity-building with a focus on the application and use of the integrated planning and reporting toolkit that helped countries to align their national development plans with the Sustainable Development Goals and Agenda 2063.

#### *Lessons learned and planned change*

15.48 The lesson for the subprogramme was that capacity-building in the use of development planning tools such as the integrated planning and reporting toolkit is optimized and more sustainable when it is carried out in partnership with institutions

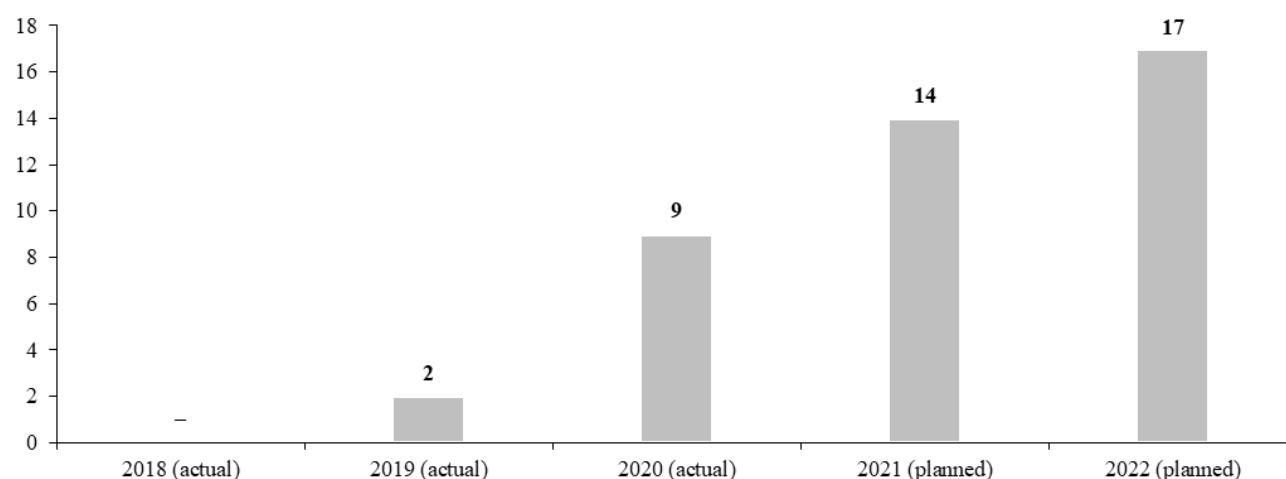
such as the African Union Commission, the African Union Development Agency, the African Development Bank and the United Nations Development Programme (UNDP) and also in internal collaborative arrangements with enabling divisions on technology management and deployment and with subprogramme 4 on data management. The engagement of external partners ensured the comprehensive and successful delivery of the ECA integrated planning tools. In applying the lesson, the subprogramme will continue to forge partnerships with external partners and invest in dedicated integrated planning and reporting toolkit project managers at the subregional level for the parallel and accelerated deployment of planning tools. In 2022, the subprogramme will support member States in mainstreaming continental and global development agendas into their development plans, using sustainable development planning tools to seize opportunities for sustainable and inclusive growth. The development planning tools will support African countries in designing resilient national development plans by identifying and prioritizing high impact interventions through 2022 and beyond. To this end, the subprogramme will aim to roll out ECA development planning tools in 17 countries in Africa, doubling the number reached in 2020.

*Expected progress towards the attainment of the objective, and performance measure*

15.49 This work is expected to contribute to the objective, as demonstrated by 17 countries in 2022 using development planning tools to ensure alignment between national development plans, the continental development agenda – Agenda 2063 – and global development agendas – the Sustainable Development Goals (see figure 15.IV).

Figure 15.IV

**Performance measure: total number of countries adopting development planning tools (cumulative)**



## Legislative mandates

15.50 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

48/180

Entrepreneurship and privatization for economic growth and sustainable development

51/191

United Nations Declaration against Corruption and Bribery in International Commercial Transactions

54/128	Action against corruption	65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	65/314	Modalities for the fifth High-level Dialogue on Financing for Development
58/4	United Nations Convention against Corruption	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
60/34	Public administration and development		
64/116	The rule of law at the national and international levels	66/213	Fourth United Nations Conference on the Least Developed Countries
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union	66/256	The United Nations in global governance
		73/63	Preventing and combating illicit brokering activities
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries		

### *Economic and Social Council resolutions*

2005/3	Public administration and development	2008/18	Promoting full employment and decent work for all
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### *Economic Commission for Africa resolutions*

862 (XLII)	Enhancing domestic resource mobilization	896 (XLV)	Illicit financial flows from Africa
865 (XLII)	Global financial and economic crisis	916 (XLVII)	Illicit financial flows
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation		

## Deliverables

15.51 Table 15.2 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 15.2

### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report on overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	–	–	–
2. Committee on Economic Governance	4	–	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>6</b>	<b>11</b>
3. Project on illicit financial flows from Africa	1	1	1	1
4. Development, customization and training in the use of the ECA macroeconomic model for selected countries	–	–	4	4

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
5. Roll-out of the integrated planning and reporting toolkit and continued support for countries that have deployed the tool	–	–	–	5
6. Internship and fellowship programme for young African economists to build their capacity to formulate, implement and monitor development policies and programmes	1	1	1	1
<b>Seminars, workshops, fellowships and training events</b> (number of days)	<b>6</b>	<b>6</b>	<b>2</b>	<b>2</b>
7. Macroeconomic modelling workshop – to share experiences between African policymakers and experts on macroeconomic modelling	2	2	2	2
8. Training workshop on public finance in Africa	2	2	–	–
9. Seminar on development planning tools	2	2	–	–
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>
10. Africa Sustainable Development Report	1	1	1	1
11. Economic Report on Africa	1	1	1	1
12. African Economic Governance Report	–	–	1	–
<b>Technical materials</b> (number of materials)	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
13. Policy briefs on emerging economic issues and challenges to growth and development in Africa	3	3	3	3
14. Research papers on emerging issues related to macroeconomic analysis, economic governance and public finance	3	3	3	3
15. Africa quarterly economic performance and outlook report	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to five member States on emerging macroeconomic and governance issues and development planning; technical support to the African Peer Review Mechanism secretariat in the area of country self-assessments and integration of outcomes from the assessments into national development plans and related processes.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> organization of the annual African Economic Conference, which serves as a platform for deliberating emerging economic issues in Africa.				
<b>Digital platforms and multimedia content:</b> in the area of development planning, the 2030 Agenda and Agenda 2063.				

## Subprogramme 2

### Regional integration and trade

#### Objective

15.52 The objective, to which this subprogramme contributes, is to strengthen regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments.

#### Strategy

15.53 To contribute to the objective, the subprogramme will continue to work with the African Union Commission, the resident coordinator offices and UNCTAD, and also with development partners, to support member States in securing market access and business opportunities from the African Continental Free Trade Area while minimizing any potential adverse effects (import surges, dumping, customs revenue loss risks) in the context of the agendas of the African Union, regional economic communities and World Trade Organization (WTO)-related and other multilateral and

bilateral trade issues such as regional trade protocols, the African Growth and Opportunity Act and economic partnership agreements.

15.54 The subprogramme will also provide technical assistance for the implementation of the African digital transformation strategy at the policy levels as the common digitization agenda for the continent. Furthermore, the subprogramme will leverage the policy findings of the subprogramme's key knowledge products at meetings and workshops.

15.55 The subprogramme will further develop and disseminate policy tools, instruments and guidelines and help to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for member States in support of the Action Plan for the Accelerated Industrial Development of Africa, contributing to the achievement of Sustainable Development Goal 9. It will also provide technical support to member States.

15.56 In addition, the subprogramme will organize training courses to aid the programmes of work of member States (in particular the landlocked developing countries and regional economic communities) for the implementation of existing regional cooperation frameworks such as the Action Plan for Boosting Intra-African Trade, the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa.

15.57 The subprogramme will provide advisory services to member States on strengthening the formulation and implementation of national, regional and continental competition policies, intellectual property policies and measures for investment facilitation. The subprogramme will also provide advisory services and training for negotiators on the Agreement Establishing the African Continental Free Trade Area in the light of the second phase of Agreement issues, in order to equip them with up-to-date knowledge of policies in the areas of competition, investment and intellectual property.

15.58 The subprogramme will provide advisory services and technical assistance to member States and regional economic communities to address bottlenecks to integration, such as poor design and sequencing of regional integration arrangements, the multiplicity of the schemes and barriers to trade and investment, through the formulation and dissemination of policy recommendations for the harmonization and mainstreaming of multiple regional integration protocols, regulations and policies into national laws and plans.

15.59 The subprogramme plans to support member States on issues related to COVID-19 by disseminating evidence-based analysis with recommendations on building forward and building better and supporting requesting member States to implement them. In addition, and in the context of the formulation and implementation of African Continental Free Trade Area strategies, the subprogramme will integrate recommendations on responding to the impacts of COVID-19 on trade and supporting requesting member States in their efforts to implement these recommendations.

15.60 The above-mentioned work is expected to result in:

- (a) Countries implementing their respective African Continental Free Trade Area strategies;
- (b) Improvement in the ways in which both the public and the private sector operate;

(c) A more coherent, coordinated and responsive interface between the African Continental Free Trade Area and the free trade areas and customs unions of the regional economic communities;

(d) Policy coherence and the alignment of trade and industrialization policies with the 2030 Agenda and Agenda 2063;

(e) Diversification of productive capacities and production patterns, thereby contributing to the acceleration of industrialization in Africa;

(f) Reduced transaction risks and intermediation costs and strengthened engagement with the private sector;

(g) Enhanced opportunities for private sector operators to leverage transboundary opportunities, creating a more business-friendly African single market, and ensuring improved market access conditions for African exports.

15.61 The planned support on issues related to COVID-19 is expected to result in informed policy decisions by member States and advocacy efforts around continental strategic initiatives, such as the African Continental Free Trade Area, and in overall support of the African continent.

## **Programme performance in 2020**

15.62 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Integrated COVID-19 analysis and recommendations in African Continental Free Trade Area strategies**

15.63 In the context of the start of trade under the Agreement Establishing the African Continental Free Trade Area in January 2021 (previously planned for July 2020), the subprogramme has been building countries' readiness with technical support upon requests for the development of African Continental Free Trade Area strategies. These strategies would not be pertinent without the integration of COVID-19 analysis and recommendations relating to trade and the African Continental Free Trade Area. In 2020, the subprogramme contributed to adapting such strategies with analysis and recommendations to tackle COVID-19 effects relating to, among others, macroeconomic frameworks, COVID-19 trade implications such as reduced cross-border trade, reduced tourism and trade-related transport or trade-related employment, while highlighting immediate COVID-19-related trade priorities such as creating special lanes for the fast customs clearance of medical supplies, leveraging the standards and guidelines for medical supplies, masks, disinfectants and protective equipment that have been made freely available and facilitating safe fish and land-border trade.

#### *Progress towards the attainment of the objective, and performance measure*

15.64 The above-mentioned work contributed to the objective, as demonstrated by two countries (Mauritania and Sierra Leone) integrating COVID-19 analysis and recommendations in their African Continental Free Trade Area strategies with short-term and medium-term analysis regarding macroeconomic frameworks and recommendations on using trade to address COVID-19 challenges (see table 15.3).

Table 15.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Two countries (Mauritania and Sierra Leone) integrated COVID-19 analysis in their African Continental Free Trade Area strategies with short-term and medium-term analysis regarding macroeconomic frameworks and recommendations on using trade to address COVID-19 challenges

*Impact of COVID-19 on subprogramme delivery*

15.65 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled the validation of two African Continental Free Trade Area strategies (Chad and Djibouti), and also the development of electronic investment guides. The subprogramme also postponed the delivery of electronic investment guides for requesting member States owing to the lack of access to primary data in the context of COVID-19 travel restrictions. Where the approach was concerned, the subprogramme changed its mode of delivery, with the organization of three online expert group meetings. In addition, the subprogramme also changed its approach by increasing its reliance on national consultants, backed by ECA subregional offices, who led work on the ground. This change was necessitated by international travel restrictions that impeded the travel of the ECA staff members who had been leading and supporting technical support remotely with consultations by telephone or over the Internet. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

15.66 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 with the organization of 12 webinars to discuss and agree on trade, industrialization and investment approaches to tackle the impact of COVID-19 and to build forward and better. The latter measure was coupled with knowledge products outlining evidence-based recommendations linking the objective of the subprogramme with issues related to the COVID-19 pandemic. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

15.67 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.



## **Result 1: ratification, incorporation and implementation of the African Continental Free Trade Area<sup>3</sup>**

### **Programme performance in 2020**

15.68 The subprogramme continued its awareness-raising work with member States in order to increase the number of countries ratifying the African Continental Free Trade Area. The subprogramme organized two national forums, drafted targeted policy briefs and provided technical support to prepare countries for the African Continental Free Trade Area. It conducted advocacy with high-level policymakers which contributed to the ratification of the Agreement Establishing the African Continental Free Trade Area by Nigeria on 11 November 2020. In addition, the subprogramme delivered technical support to requesting member States geared in particular to enhancing their understanding of the modalities of acceding to the Agreement and the economic and social implications of such accession.

15.69 In 2020, four African Continental Free Trade Area strategies were developed and validated by the Gambia, Mauritania, Senegal and Sierra Leone. The strategies outlined ways for these countries to harness the full benefits of the African Continental Free Trade Area through the identification of comparative and competitive advantages and also through the key value addition of trade and investment opportunities. The national African Continental Free Trade Area strategies analyse synergies between plans and policies (including national development plans and trade, industrial, infrastructure, education, macroeconomic, investment, social and other policies) and identify gaps, while making tailored recommendations for their implementation. Moreover, where the African Continental Free Trade Area is concerned, the subprogramme also contributed to disseminating technical presentations, discussions in various e-forums and webinars and knowledge products such as the report *Assessing Regional Integration in Africa IX*, and also papers on COVID-19 implications and trade to prepare countries for the start of trading under the Agreement Establishing the African Continental Free Trade Area in January 2021.

15.70 The above-mentioned work contributed to the expansion of intra-African trade as a proportion of the total trade of Africa to the level of 16.3 per cent, which did not meet the target of 17.6 per cent reflected in the proposed programme budget for 2020. Attainment of that target was impeded by the COVID-19 pandemic, which delayed the start of the African Continental Free Trade Area originally scheduled for July 2020 and rescheduled to January 2021.

### **Proposed programme plan for 2022**

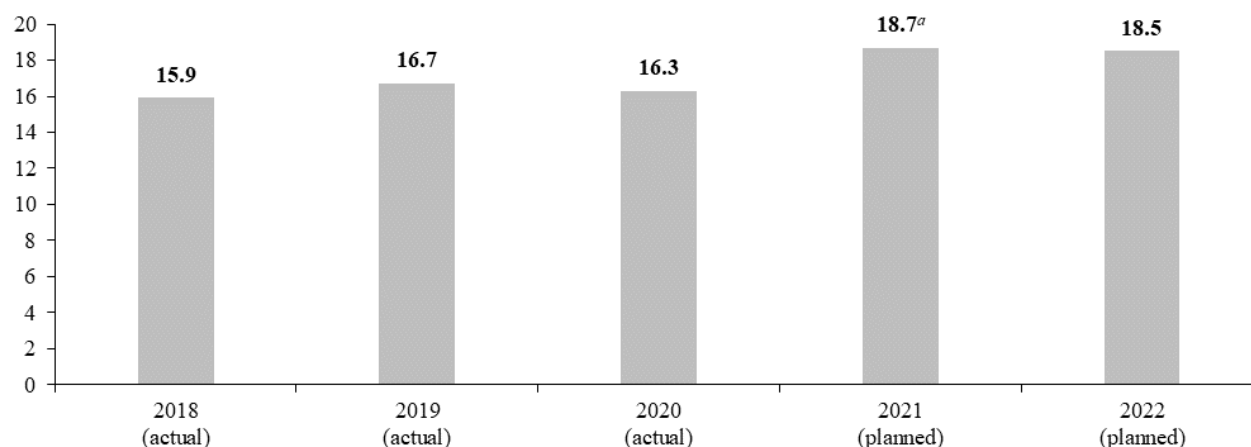
15.71 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will formulate strategies with COVID-19 perspectives and assist member States in implementing them. Consequently, strategies that were produced before the pandemic will be updated in order to include recommendations bearing COVID-19 responses from a trade perspective. The expected progress is presented in the performance measure below (see figure 15.V).

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Figure 15.V

**Performance measure: share of intra-African trade in the total trade of Africa (annual)**

(Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: making the most of the African Continental Free Trade Area<sup>4</sup>**

### **Programme performance in 2020**

15.72 The subprogramme has continued, in collaboration with the African Union Commission, the regional economic communities and the United Nations resident coordinator offices and country teams, to pursue efforts to build a coalition around the African Continental Free Trade Area of Governments, the media, the private sector and civil society in general, including women and youth groups, to give them a better understanding of what is at stake for their respective countries with the Agreement establishing the Area and to make the most out of the Agreement in their respective fields. The subprogramme has also held consultations in Burkina Faso, Burundi, the Gambia, Mauritania, Mauritius, Rwanda, Senegal, Sierra Leone and the Sudan. Furthermore, to assess the understanding of the African Continental Free Trade Area gained by participants through these consultations, the subprogramme ran a survey, which indicated that an average of 87.2 per cent of participants had grasped the implications of the Area for their respective sectors.

15.73 Owing to the impact of COVID-19 on data collection and reporting processes, the actual data for 2020 were not available at the time of publication. In consequence, the subprogramme is not able to report the actual performance in 2020 in the context of the proposed programme budget for 2022. The actual performance in 2020 will be presented in the context of proposed programme budget for 2023.

### **Proposed programme plan for 2022**

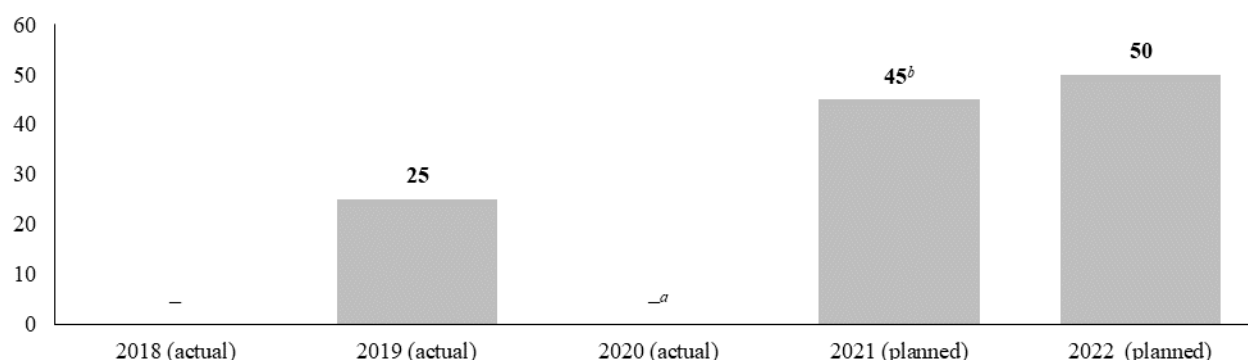
15.74 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme's work will evolve to include the challenges to the African Continental Free Trade Area in a post-COVID-19 pandemic world in 2022. The subprogramme will continue to advocate adherence to the African Continental Free Trade Area as a framework for responding to the effects of the

<sup>4</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

pandemic; it will also involve the formulation and implementation of African Continental Free Trade Area strategies with a COVID-19 response from a trade perspective and the implementation of an African country business index in six pilot countries. The expected progress is presented in the updated performance measure below (see figure 15.VI).

Figure 15.VI

**Performance measure: total number of countries that increased their ratio of intra-African trade to their total trade (cumulative)**



<sup>a</sup> Data on the number of countries that increased the ratio of their intra-African trade to their total trade are not yet available. These figures will be presented in the context of the proposed programme budget for 2023.

<sup>b</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: member States adopt and implement recommendations for increasing regional integration**

#### **Proposed programme plan for 2022**

15.75 Relevant and implementable knowledge products on regional integration in Africa help to boost the capacity of member States to adopt and implement policies in support of their respective development agendas. The subprogramme disseminated the report *Assessing Regional Integration in Africa IX*, which focuses on analysing the next steps for the African Continental Free Trade Area and includes the recommendation to develop African Continental Free Trade Area strategies. Subsequent to the issuance of the report, the subprogramme worked with 38 countries and three regional economic communities, in response to their request, on the development and implementation of African Continental Free Trade Area strategies.

#### *Lessons learned and planned change*

15.76 The lesson for the subprogramme was an increased demand by stakeholders and member States for subregional level coordination and more timely response to requests, notably in the context of the COVID-19 pandemic. The subprogramme benefited from the respective subregional networks of the Commission's subregional offices and their proximity with respective stakeholders when implementing technical cooperation. In addition, such coordination facilitated faster responses in the field, including in the synergies built with the United Nations resident coordinator offices and country teams. In applying the lesson, the subprogramme will consolidate this mechanism and devolve part of its technical and administrative processes to subregional offices. Such devolution is expected to result in closer outreach to member States and regional economic communities through the respective

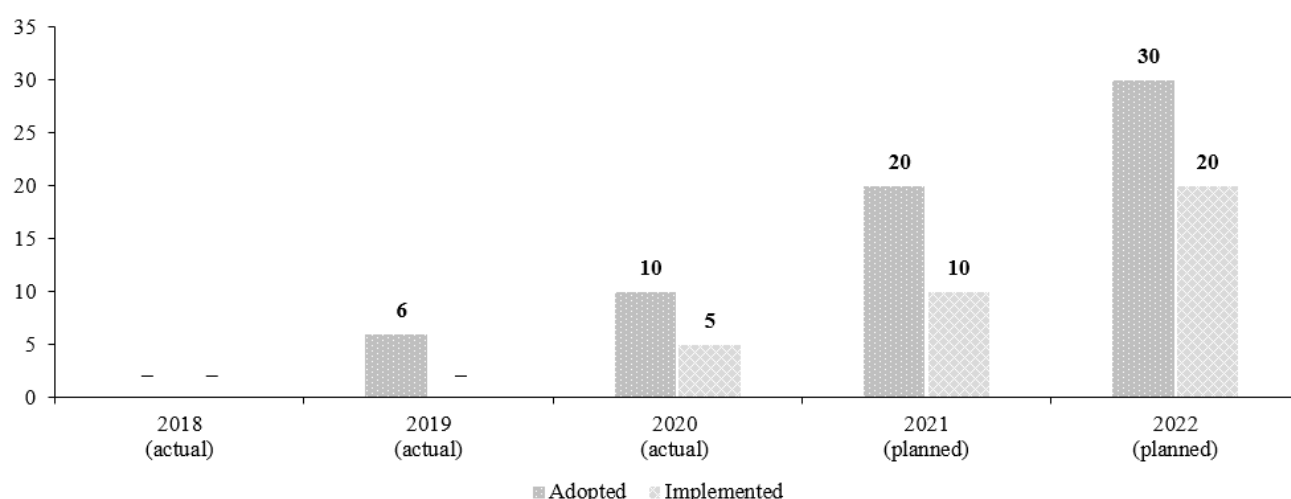
intergovernmental committees of senior officials and experts, workshops and dialogues on regional integration, aimed at disseminating subregional focused recommendations from the tenth report in the *Assessing Regional Integration in Africa* series and to provide closer follow-up to technical support requests with implementation support from ECA headquarters.

*Expected progress towards the attainment of the objective, and performance measure*

15.77 This work is expected to contribute to the objective, as demonstrated by 30 member States adopting and 20 member States implementing recommendations from the report *Assessing Regional Integration in Africa X* (see figure 15.VII).

Figure 15.VII

**Performance measure: total number of member States that adopt and implement recommendations from the report *Assessing Regional Integration in Africa X* (cumulative)**



## Legislative mandates

15.78 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session	74/301	New Partnership for Africa's Development: progress in implementation and international support
70/293	Third industrial development decade for Africa (2016–2025)	74/204	Commodities

### *Economic and Social Council resolutions*

2017/11	Social dimensions of the New Partnership for Africa's Development
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### *Economic Commission for Africa resolutions*

847 (XL)	Aid for trade	891 (XLV)	Accelerating regional integration and boosting intra-African trade
867 (XLIII)	Assessment of progress on regional integration in Africa	907 (XLVI)	Industrialization for an emerging Africa
		914 (XLVII)	African regional integration index

922 (XLVII)	Industrialization for inclusive and transformative development in Africa	960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024		

## Deliverables

15.79 Table 15.4 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 15.4

### Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>
1. Report on the session of the Committee on Regional Cooperation and Integration on levelling the playing field for intra-African investment with a view to sharing best practices among member States	1	–	1	–
2. Updates on the status of international and intra-African trade for the Committee on Regional Cooperation and Integration	1	1	1	1
3. Report on the status of the implementation of the Vienna Programme of Action for the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>–</b>	<b>3</b>	<b>–</b>
4. Meeting of the Committee on Regional Cooperation and Integration	3	–	3	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>7</b>	<b>4</b>	<b>7</b>
5. Project on boosting intra-African trade through enhancing the capacity of member States and regional economic communities to increase the African share of international trade	1	1	1	1
6. Project on accelerating the African trade integration agenda through ratification and effective implementation of the Agreement Establishing the African Continental Free Trade Area	–	1	–	1
7. Project on capacity-building for inclusive and equitable African trade arrangement	1	1	1	1
8. Project on deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area	–	1	–	1
9. Fellowship programme for enhancing the capacity of young African scholars in the areas of industrialization, investment, regional integration, trade and markets	1	–	–	1
10. Project on the trade model	–	1	–	1
11. Project on operationalization of the Agreement Establishing the African Continental Free Trade Area: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	–	1	1	1
12. Project on the opportunities created by the African Continental Free Trade Area for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	–	1	1	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>10</b>	<b>10</b>	<b>10</b>
13. Training programme on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic and intermediate trade modelling and advanced trade modelling	5	10	10	10
<b>Publications</b> (number of publications)	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>
14. Publication on a common investment area in the continental free trade area: policy options towards levelling the playing field for intra-African investment	1	1	1	1
15. Publication on assessing regional integration in Africa	1	1	–	1
16. Publication on revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>3</b>	<b>1</b>	<b>4</b>
17. Electronic guides on investments	1	–	–	1
18. Studies and policy briefs on topical international and intraregional trade issues	1	1	1	1
19. Topical issue report on the African Union integration agenda	1	1	–	1
20. Policy briefs, guidelines and toolkits on industrialization in Africa	1	1	–	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services in response to the needs expressed by all 54 member States and regional or subregional cooperation groups in the context of the New Partnership for Africa's Development (NEPAD) and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; analytical support for the Vienna Programme of Action; maintenance of the Observatory on Regional Integration in Africa.				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials: communication materials on regional integration and trade; information kits on the activities of the African Trade Policy Centre; high-level policy dialogue on trade.				
Digital platforms and multimedia content: maintenance of the observatory on regional integration in Africa.				

### Subprogramme 3

#### Private sector development and finance

#### Objective

15.80 The objective, to which this subprogramme contributes, is to enhance the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, to improve land-tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure, energy and services, and agriculture.

#### Strategy

15.81 To contribute to the objective, the subprogramme will provide advisory services and technical assistance to member States to implement the 2014 Malabo Declaration on Accelerating Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods and associated frameworks. In collaboration with other United Nations entities and strategic partners, the subprogramme will address the impacts of the COVID-19 pandemic on food security and agriculture. It will produce knowledge products with policy recommendations and offer advisory services and technical assistance to member States in regionally integrated

agricultural value chains, agricultural financing, climate change management, other risks and agribusiness and agro-industrial development. The subprogramme will convene member States and other stakeholders with a view to advocating adoption of the recently endorsed African Union guidelines on the development of regional agricultural value chains and the continental agribusiness strategy and providing technical assistance to member States in this regard.

15.82 The subprogramme will further support member States in implementing the African Union Declaration on Land Issues and Challenges in Africa, in particular by improving women's tenure security to meet the target set by the Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of the African Union Commission. The target is to allocate 30 per cent of land rights to women by 2025. The subprogramme will also provide technical capacity and training on applying the African Union guidelines on large-scale land-based investments to promote responsible land-based investments in support of agriculture and infrastructural development.

15.83 The subprogramme will support efficient, equitable and sustainable private sector participation in infrastructure and create an agribusiness environment conducive to crowding in private capital sector financing. Furthermore, the subprogramme will provide technical assistance to overcome tenure insecurity and gender biases and youth marginalization in land and property rights systems. The subprogramme will support member States in making progress towards Sustainable Development Goals 1 and 5 by facilitating equal rights to ownership and control over land and property.

15.84 The subprogramme will continue to support member States and market participants in exploring investment and co-investment opportunities in infrastructure, real estate, and other sectors in close cooperation with pension funds, asset management firms, private equity and financial institutions. The subprogramme will also provide technical assistance and disseminate best practices to member States with a view to identifying priority growth sectors and developing and implementing policies, strategies and programmes that will improve their competitiveness, attract investment and stimulate entrepreneurship. The programme will also support member States in developing and deepening their domestic debt markets as a sustainable method of mobilizing additional resources for development financing needs. Deepening domestic debt markets will also allow Governments to maintain fiscal stability and reduce their debt burden and reliance on foreign debt borrowing that puts economies under strain, in particular for countries exposed to currency risks.

15.85 The subprogramme will promote women's economic and financial empowerment by supporting African women entrepreneurs and fund managers in developing an innovative financing platform that will help crowd in capital and promote the growth of women-owned or women-led companies. By leveraging these innovative financing instruments, the subprogramme will support member States in making progress towards Goals 1, 5, 8, 9, 11 and 17.

15.86 The subprogramme will further continue to work with the African Union Commission, the African Union Development Agency, the African Development Bank and regional economic communities in operationalizing priority plan II of the Programme for Infrastructure Development in Africa, assisting with technical analysis. In particular, transport and energy and African infrastructure have been affected by the COVID-19 pandemic, as travel restrictions had impacts on the global supply chain and the manufacture of energy products. The subprogramme will support the development of home-grown solutions for Africa. Accordingly, it will step up its work with member States, regional partners and international organizations in developing and disseminating regulatory tools and frameworks, along with best

practices in public-private partnership models that attract private sector participation and investment in energy infrastructure. Furthermore, in collaboration with international partners and regional entities, the subprogramme will continue to advocate private capital support for existing and new rail projects in Africa, owing to the importance of rail as a cheaper, more efficient, safer and environmentally friendly mode of transport. This advocacy will include encouraging member States to ratify the Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters specific to Railway Rolling Stock, which facilitates increased and cheaper finance from the private sector to support much-needed new rolling stock procurement. Furthermore, the subprogramme will provide policy advisory services and technical assistance to member States on the implementation of the single African air transport market and efforts to improve road safety in Africa and to digitalize the continent's transport sector.

15.87 The subprogramme plans to support member States on issues related to COVID-19 by collaborating with strategic partners in ensuring that the deliverables contribute to enhancing the capacity of member States to provide viable and sustainable post-COVID-19 pandemic solutions enabling African economies to build back better. By providing advisory services and technical assistance to the member States in developing resilient transport infrastructure and services, the subprogramme will contribute to building the continent's capacity for a rapid response to health and economic crisis, such as those triggered by the COVID-19 pandemic.

15.88 The above-mentioned work is expected to result in:

- (a) Improved standing of Africa in the global business environment rankings by promoting the role of the private sector and facilitating its investments in agriculture, energy, infrastructure and other sectors of the economy;
- (b) Improved competitiveness, productivity, value addition and trade in agricultural goods and services through the development of regional agricultural value chains in line with the appropriate African Union guidelines and continental agribusiness strategy;
- (c) Improved policy and regulatory reforms and effective land administration through the conduct of research and analysis, dissemination of best practices, advocacy and provision of technical assistance to member States in accordance with the African Union framework and guidelines on land policy in Africa and the guiding principles for large-scale land-based investments in Africa;
- (d) Enhanced accessibility of credit in contexts where land can be used as collateral, and strengthened ability of women to enter into agricultural contracts in mutually beneficial land-based investment models;
- (e) Reduced inefficiencies and expenditure of time and money on securing land and other property rights, in particular the issuance of certificates and title deeds to facilitate lending;
- (f) Climate conducive to improved access to markets and a diversified investors' base with an increased appetite for domestic currency debt markets;
- (g) Innovative strategies to mobilize capital both domestically and internationally (through venture capital, private equity, and impact investment), with the potential to scale up and ensure an economic impact;
- (h) Implementation of an increased number of energy projects by member States and the attainment of the strategic programme direction, in particular, the implementation of innovative financing for infrastructure for the transformation of Africa, advocacy of the African position at the global level and the development of regional responses;



(i) Deepened regional integration and enhanced intra-African trade, in the context of the Agreement Establishing the African Continental Free Trade Area and Agenda 2063, through reduced transport costs resulting from the implementation of good quality cross-border transport infrastructure projects;

(j) Enhanced connectivity and reduced cost of air transport in Africa in the context of the single African air transport market, thereby creating jobs and contributing to the continent's economic development;

(k) Increased efficiency of the African rail sector, including through cheaper finance from the private sector to support rolling stock procurement;

(l) reduced road fatalities and injuries and cost of road crashes to African economies.

15.89 The planned support on issues related to COVID-19 is expected to result in:

(a) Implementation by member States of COVID-19 recovery action plans at the national and regional levels, in particular for the African aviation and logistics sectors;

(b) Survival, recovery and sustainability of the transport, logistics and energy sectors from the adverse impact of the pandemic.

## **Programme performance in 2020**

15.90 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 resilience of agriculture and food systems in response to COVID-19**

15.91 As a result of COVID-19, gross domestic product (GDP) growth in Africa is estimated to have contracted by 1.8 percentage points in 2020, causing the continent's first recession in 25 years. Those in vulnerable situations, in particular, the landless, day labourers, female-headed households and small-scale producers and enterprises, have been hard hit. The number of those who live in extreme poverty is expected to have increased by 29 million, adding to the nearly 450 million persons living on under \$1.9 per day. The food security impact of COVID-19 could be further aggravated by economic shocks, including commodity price declines, low export demand, low local consumption, drought and other phenomena, such as locust invasions.

15.92 In its awareness of the extreme uncertainty about the path, duration, magnitude and impact of the pandemic on African economies, the subprogramme has committed itself, along with partners, including Afreximbank and the African Union Commission, to a series of emergency interventions to assist African countries in developing a rapid response to the supply and policy gaps in food and critical medical items needed to combat the COVID-19 pandemic in Africa. To this end, the subprogramme has provided technical assistance to Afreximbank to develop and establish a food security component within the jointly established Pandemic Trade Impact Mitigation Facility to help African countries to manage the food security implications of the COVID-19 pandemic. The subprogramme has further provided technical assistance to member States in the development of bankable projects. To identify priority countries for intervention and an optimal operation modality for the Facility's food security component, the subprogramme convened a series of stakeholders meeting, including major players in African agriculture.

*Progress towards the attainment of the objective, and performance measure*

15.93 The above-mentioned work contributed to the objective, as demonstrated by the Government of Guinea receiving, within the food security component of the Pandemic Trade Impact Mitigation Facility, a trade credit of \$14 million furnished to the country's Chamber of Agriculture. The allocated trade credit is intended to strengthen the Guinean post-COVID-19 recovery and resilience programme, which aims to ensure food security through the rapid boosting of agricultural productivity and production by securing imports of agricultural inputs such as seeds, pesticides and fertilizers (see table 15.5).

Table 15.5  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Technical guide for the development of land policy developed and the Agricultural Policy Act reviewed to mainstream land governance in Guinea, informed by the African Union guidelines on large-scale land-based investments	Technical guide for policy and legislative reform approved and endorsed by the Government of Guinea as a basis for policy review, to provide an enabling environment for land-based agricultural investments	Government of Guinea received, within the food security component of the Afreximbank Pandemic Trade Impact Mitigation Facility, a trade credit of \$14 million furnished to the Chamber of Agriculture to mitigate the impact of the COVID-19 pandemic on agriculture and food security

**Impact of COVID-19 on subprogramme delivery**

15.94 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled workshops in selected African member States. These workshops were aimed, first, at strengthening the capacity of African regulators and investors to tackle issues and procedures related to the development of capital markets; and, second, at enhancing the capacity of African policymakers and insurance practitioners in respect of policies, tools and practice for risk modelling in the agricultural insurance sector in Africa. The subprogramme postponed a number of deliverables, including workshops for curricula development and review to be held with universities in Liberia and South Sudan; a policy dialogue with vice-chancellors on enhancing the quality of land governance training and research programmes in Africa; and training on the application of African Union and United Nations guidelines and instruments to improve land governance. There was also a delay in several other outputs due to the necessity to reprogramme, including the study report and policy briefs on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa; the report on challenges and opportunities relating to agro-industrial park development in Africa; the report on the assessment of potential for enhancing agriculture and weather index insurance in Africa; and the launch of the Africa regional overview of food security and nutrition. The quality of these reports may be affected as primary data collection was not possible because of travel restrictions.

15.95 At the same time, however, the subprogramme identified new activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely to enhance the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, to improve land tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure,

energy and services, and agriculture. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

15.96 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: strengthened business environment for private sector investments in energy and infrastructure development<sup>5</sup>**

#### **Programme performance in 2020**

15.97 The subprogramme has applied the new regulatory review methodology and tool to assess the readiness of 11 African countries for private sector investments in the energy sector. In partnerships with the African Union Commission, the African Development Bank and the African Union Development Agency, the subprogramme also assisted regional economic communities and member States in identifying priority infrastructure projects that will be supported by the Programme for Infrastructure Development in Africa until and including 2030. It also developed a common African strategy to engage with external partners in infrastructure investment. The subprogramme provided technical advisory services on energy project finance in Angola, Eritrea and Ethiopia. All these interventions, in particular support in the regulatory assessment of the electricity sector in 11 countries and advisory services in Angola, Eritrea and Ethiopia, strengthened the energy planning units in these countries. The subprogramme also undertook activities to address the financing of and improve efficiencies in the transport sector. Furthermore, the subprogramme responded to the COVID-19 pandemic and produced several deliverables that assess the pandemic's impact on the aviation industry, African ports, cross-border trade protocols, the introduction of cashless transport services and the energy sector.

15.98 The above-mentioned work contributed to the institution by 11 member States of energy planning units in their respective line ministries and government agencies, which exceeded the planned target of 10 member States reflected in the proposed programme budget for 2020. In addition, nine countries (Angola, Ethiopia, Ghana, Kenya, Mauritania, Morocco, Rwanda, South Africa and Zambia) pledged in validation meetings to have off-grid (mini-grid) units within their energy ministries to address rural electrification.

#### **Proposed programme plan for 2022**

15.99 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 include developing methodologies and tools to assist countries in improving energy regulations to enhance private sector investment in the energy sector, and also to instigate a continental approach that would be endorsed by the African Union Assembly. The subprogramme plans to review regulatory frameworks with a focus on the impediments along the different parts of the energy value chain that continue to prevent investments (namely, transmission and distribution, and off-grid energy) with a view to providing member States with options and possible ways of surmounting these impediments. The expected progress is presented in the updated performance measure below (see table 15.6).

<sup>5</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 18\)](#)).

Table 15.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
One member State instituted an energy planning unit in its respective line ministry/government agency	Three member States instituted energy planning units in their respective line ministries/government agencies	<ul style="list-style-type: none"> <li>Eleven member States instituted energy planning units in their respective line ministries/government agencies</li> <li>Nine countries (Angola, Ethiopia, Ghana, Kenya, Mauritania, Morocco, Rwanda, South Africa and Zambia) pledged in validation meetings to have off-grid (mini-grid) units within their energy ministries to address rural electrification</li> </ul>	<ul style="list-style-type: none"> <li>Eleven member States institute energy planning units in their respective line ministries/government agencies (achieved in 2020)<sup>a</sup></li> <li>Seven additional countries (Cameroon, Côte d'Ivoire, Egypt, Mozambique, Senegal, Seychelles and Uganda) strengthen their power sector planning for private sector investments, including mini-grids</li> </ul>	Of the 16 countries that validated the regulatory review, 5 adopt the continental framework on private sector investments in the energy sector

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: enhancing investment in energy infrastructure through land policy reforms<sup>6</sup>

### Programme performance in 2020

15.100 The subprogramme has developed a regulatory methodology that investigates the effectiveness of the electricity sector policy and regulatory frameworks to attract private investments. The methodology tool takes on the investor's perspective and investigates fundamental policy and regulatory elements which constitute an enabling framework for scaling up investments in new electricity infrastructures. Given the growing demand for agriculture, energy and infrastructure on the one hand, and the underlying structural challenges preventing the growth of these crucial sectors on the other, the subprogramme promoted land governance frameworks that improve conditions for land-based investments conducive to inclusive private investments. This included development of a mapping tool to map opportunities for land-based investments with application in Malawi. The tool supports the negotiation of land deals for agriculture and biofuels, and also the exploration and extraction of oil, gas, and geo-thermal resources, the harnessing of hydrological, wind, and to some extent solar power. The subprogramme also provided capacity-building to the relevant member States' institutions in the application of the African Union framework and

<sup>6</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

guidelines on land policy in Africa and the guiding principles for large-scale land-based investments in Africa.

15.101 The above-mentioned work contributed to the regulatory review of the power sector by 10 member States (Angola, Cameroon, Ethiopia, Ghana, Kenya, Mauritania, Senegal, Seychelles, South Africa and Zambia), which exceeded the planned target of eight reflected in the programme budget for 2021.

#### **Proposed programme plan for 2022**

15.102 The subprogramme will continue the work related to the planned result, in line with its mandate. In contributing to further progress towards the objective, the subprogramme will ensure the harmonization of power sector regulatory frameworks with land policies to speed up the implementation of transformative projects. Even if power sector regulations are in effect, poor land governance and the resulting high transaction costs of securing rights, poor land use and environmental management hamper the growth of the energy sector. The subprogramme will therefore identify specific gaps in policy, legal and legislative frameworks and provide technical assistance to effect changes in land and energy strategies and frameworks to reduce the loss of land and social dislocation of local communities in the context of land-based investments for energy and, in particular, to prevent potential disruption to food systems and production, to reduce environmental degradation and to mitigate the effects of climate change. In 2022, the subprogramme will build on the knowledge generated in 2021 to develop guidelines that will form the basis for reforms in the energy and land sectors, in particular the harmonization of policies and legislation and programmes to promote energy and related infrastructural investments. The expected progress is presented in the performance measure below (see table 15.7).

Table 15.7

#### **Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
—	—	Ten countries reviewed their power sector regulatory frameworks and identified non-energy barriers affecting their implementation	Four countries (out of eight) align their land policies with the energy sector	Three additional countries harmonize land and energy policies and strategies

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increased access to financing for infrastructure development through public private partnerships**

#### **Proposed programme plan for 2022**

15.103 The infrastructure gap in Africa is massive and constitutes one of the primary reasons that many African countries may not achieve the Sustainable Development Goal targets. There are significant infrastructure gaps in the energy, transport (rail, maritime, road and air), water and information and communications technology sectors. The African Development Bank estimates the continent's infrastructure needs

at between \$130 billion and \$170 billion per year, with a financing gap ranging from \$68 billion to \$108 billion per year. It is also expected that the COVID-19 pandemic will seriously affect investments in infrastructure, as African Governments prioritize saving lives by focusing on investments in the health and sanitation sector. It is also widely acknowledged, however, that infrastructure development would be at the core of post-pandemic recovery strategies, as infrastructure is the primary catalyst for economic development and trade.

*Lessons learned and planned change*

15.104 The lesson for the subprogramme was that it did not anticipate the growing demand by member States for ad hoc and time-sensitive technical support on transport and energy financing, in particular in the context of the COVID-19 pandemic. In applying the lesson, the subprogramme will leverage and build on partnerships with African regional and continental organizations, relevant United Nations agencies, and specialized institutions worldwide involved in the continent's infrastructure development. It plans to strengthen stakeholders' capacities to use private-public partnership models as a means of generating innovative financing and infrastructure development in support of industrialization in selected African countries, namely: Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia.

*Expected progress towards the attainment of the objective, and performance measure*

15.105 This work is expected to contribute to the objective, as demonstrated by three countries harmonizing their private-public partnership framework with national laws and adopting international tools and standards in private-public partnership and six countries reaching North-South and South-South cooperation agreements for project development and technology transfer (see table 15.8).

Table 15.8  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia)	North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, and Malawi, Uganda and Zambia)	North-South and South-South private-public partnership cooperation agreements for project development and technology transfer in place in six member States (Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia)	<ul style="list-style-type: none"> <li>Private-public partnership frameworks in six countries are harmonized in line with countries' private-public partnership laws</li> <li>At least three countries implement North-South and South-South private-public partnerships in infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>At least three countries adopt international tools and standards in private-public partnerships</li> <li>North-South and South-South cooperation agreements for project development and technology transfer in six target countries</li> </ul>

## Legislative mandates

15.106 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	66/195 67/215	Agricultural technology for development Promotion of new and renewable sources of energy
65/146	Innovative mechanisms of financing for development	70/198	Agricultural technology for sustainable development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development	74/299	Improving global road safety

### Economic and Social Council resolutions

2014/11	Follow-up to the International Conference on Financing for Development
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### Economic Commission for Africa resolutions

819 (XXXI)	Promotion of energy resources development and utilization in Africa	921 (XLVII)	Agricultural transformation for an industrialized Africa
877 (XLIII)	Towards realizing a food-secure Africa		

## Deliverables

15.107 Table 15.9 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to attaining the objective stated above.

Table 15.9

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	–	<b>1</b>	–
1. Reports for the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1	–	–	–
2. Reports for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	–	1	–
3. Reports for the Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	1	–	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	–	<b>3</b>
4. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	–	–	3
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>1</b>	<b>12</b>	<b>15</b>
5. Project on tracking progress in achieving Sustainable Development Goal 7 on access to affordable and clean energy in Africa	1	–	1	1
6. Project on improving the competitiveness of key economic sectors and enhancing the role of the private sector in economic transformation	1	–	1	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
7. Project on strengthening the capacity of selected African countries to structure and issue social and development impact bonds and other related innovative financing instruments	1	—	1	1
8. Project on land governance through the Network of Excellence on Land Governance in Africa	1	1	—	—
9. Project on enhancing investment in energy, infrastructure and services through land policy reforms	—	—	1	1
10. Project on strengthening the capacity of member States, regional organizations and institutions of higher learning to implement the African Union Declaration on Land Issues and Challenges in Africa	—	—	1	1
11. Project on the implications of infrastructure on the African Continental Free Trade Area (infrastructure-trade linkages)	—	—	1	1
12. Project on African infrastructure and digitalization (transport and energy)	—	—	1	1
13. Project on strengthening the capacity of member States to develop sound domestic debt markets	—	—	1	1
14. Project on regional infrastructure development in Africa (high-speed rail project)	—	—	1	1
15. Project on road safety	—	—	1	1
16. Project on the African transport policy programme	—	—	1	1
17. Project on a single African air transport market	—	—	1	1
18. Pilot project on enhancing environment/opportunities for land-based investments in agriculture and agribusiness	—	—	—	1
19. Project to support women's land tenure security and entrepreneurship through policy, legal and institutional reforms and mainstream a gender perspective in land and agriculture policies and programmes	—	—	—	1
20. Technical assistance to build institutional capacity for the development and rolling out of a supervision and monitoring mechanism of COVID-19 debt relief initiatives and debt consolidation programmes	—	—	—	1
21. Technical assistance to build capacity and understanding of repo markets among African regulators and market stakeholders	—	—	—	1
<b>Seminars, workshops and training events (number of days)</b>	<b>37</b>	<b>16</b>	<b>23</b>	<b>40</b>
22. Training on application of the energy mix model and planning to promote energy mix	10	—	10	10
23. Training on the application of African Union and United Nations guidelines and instruments to improve land governance in Africa	10	9	5	10
24. Training on ways and means of strengthening the capacity of African regulators and investors on issues and procedures related to the development of capital markets	2	—	2	—
25. Training on agribusiness development, including modelling and mapping of investment opportunities to enhance the capacity of African policymakers and the private sector	10	7	—	10
26. Training on how to strengthen the capacity of African policymakers and insurance practitioners about policies, tools and practices for risk modelling in the agricultural insurance sector in Africa	5	—	5	5
27. Workshop on financial technology, financial regulations and non-payment systems	—	—	1	—
28. Training on policy harmonization and private sector development to promote regional value chains and trade in agriculture	—	—	—	5



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>5</b>	<b>9</b>
29. Review of the regulatory framework for private sector investment in the energy sector	–	–	1	–
30. Review of the public-private partnership frameworks in Africa	–	–	1	1
31. Private sector financing of rolling railway stock	–	–	1	1
32. Study of the socioeconomic benefits of a single African sky system	–	–	–	1
33. Economic Report on Africa	1	–	–	–
34. Study report on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa	1	–	1	–
35. Report on agro-industrial park development in Africa: challenges and opportunities	1	–	–	–
36. Publication on land policy in Africa	1	4	1	1
37. Rethinking infrastructure development in Africa in the COVID-19 era	–	–	–	1
38. Land, agriculture and investment in infrastructure development: issues and options	–	–	–	1
39. Compendium of best practices in land use consolidation in support of land-based investments in agriculture	–	–	–	1
40. Assessment of capacity needs and skills gaps in support of capacity dev programmes for the development of value chains and agro-industries	–	–	–	1
41. Compendium of best practices in land-based investment that promotes youth enterprises and agribusinesses	–	–	–	1
<b>Technical materials</b> (number of materials)	<b>8</b>	<b>1</b>	<b>7</b>	<b>7</b>
42. Technical material on the competitiveness index for capital markets	1	–	1	–
43. Technical material on a framework for promoting regional value chains in Africa	–	–	–	1
44. Policy brief on energy access for the high-level political forum	1	–	1	1
45. Technical material in support of the Agenda 2063 continental high-speed railway programme	1	–	1	1
46. Technical material in support of the Programme for Infrastructure Development in Africa, its steering committee meetings and the Programme for Infrastructure Development in Africa Week	1	–	1	1
47. Policy briefs and profiles on land-based investment opportunities for agriculture and agribusiness	1	–	1	1
48. Report on assessing the legal, institutional and policy frameworks for the effectiveness of banking sector supervision	1	–	1	–
49. Report on assessment of the potential for enhancing agriculture and weather index insurance in Africa	1	–	1	–
50. Africa regional overview of food security and nutrition	1	1	–	1
51. Guidelines for the development of agro-industrial parks	–	–	–	1

### C. Substantive deliverables

**Consultation, advice and advocacy:** advice to three universities in three countries on the review of curricula on agriculture and land governance in Africa; advice to four member States on policy, legal and institutional reforms to support women's land tenure security and entrepreneurship; advice on mainstreaming a gender perspective in land and agriculture policies and programmes; promotion of the regional transport policies and programmes such as: the Yamoussoukro Decision, the single African air transport market, the Programme for Infrastructure Development in Africa and the Africa Transport Policy Programme; implementation of the African Union Road Safety Charter; promotion of road safety in all member States, upon request, in Africa; advice to member States on the issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa; advice to member States on issuance of the Sustainable Development Goal 7 bond to accelerate access to clean and affordable energy in Africa; promotion of private sector investment in railway equipment; organization of

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
the African financial summit on the margins of the National Association of Securities Professionals; convening of the Annual Pension and Financial Services Conference; convening of a conference on land policy in Africa; holding of high-level policy dialogues and other events on the margins of relevant platforms; a policy dialogue to facilitate the establishment of a consortium of pension funds in African member States; annual retreat and infrastructure investment workshop for African and United States investors; annual meetings of the Programme for Infrastructure Development in Africa steering committee; and organization of Programme for Infrastructure Development in Africa Week; advocacy of crowd funding of renewable electricity capacity in Africa and strengthening and upgrading of transmission systems on the continent; advice to three member States in developing regional agricultural value chains in accordance with the African Union framework and guidelines for such chains and in mainstreaming land governance issues in agriculture; convening of the Africa business forum, the multi-stakeholder platform on land and investments (the Forum for African Traditional Leaders, civil society platforms and regional economic communities); convening of high-level policy forums to advocate on behalf of youth in such areas as agribusiness and employment.				
<b>Database and other substantive digital materials:</b> toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa; interactive map on large-scale land-based investments.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> communication materials on energy infrastructure, competitiveness index for capital markets issues; information on land-based investment opportunities for agriculture and agribusiness, on agriculture and agribusiness and on mapping investment opportunities (including agro-industrial parks).				

## Subprogramme 4

### Data and statistics

#### Objective

15.108 The objective, to which this subprogramme contributes, is to strengthen the production, dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making.

#### Strategy

15.109 To contribute to the objective, the subprogramme will develop the capacity of member States by providing technical assistance on newly developed methodologies, tools and techniques in censuses and surveys, while also mainstreaming geospatial information technology and other new innovations and technologies in all relevant stages of statistical processes, including exploring the use of big data and non-traditional data sources, based on the latest applied research. To this end, the programme will support African national statistical systems in transforming their data governance and management methods by digitalizing the data collection, compilation and dissemination process for statistical areas, including censuses and civil registration systems. To improve the availability of harmonized statistics, the subprogramme has created and maintains updated databases, which are accessible for public use. The data are updated regularly, ensuring that the most current data disaggregated by location are available on topics such as African economies, demographics, social indicators, environment and other statistics. The subprogramme also plans to provide training and to make platforms available for the exchange of best and promising practices among member States and their respective statistical agencies.

15.110 The subprogramme will step up communication about and advocacy of the use of statistics and geospatial information through national celebrations of African Statistics Day, the engagement of social media, and the design and distribution of communication and advocacy materials.

15.111 The subprogramme also plans to provide training and technical assistance in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure with related integrated geospatial information frameworks.

15.112 Given the impact of the COVID-19 pandemic on national statistical systems, there is an urgent need to transform and modernize the statistics-gathering mechanisms in Africa in order to track progress in respect of the 2030 Agenda, Agenda 2063 and national development plans. To build forward and better and ensure the resilience of national statistics systems, the subprogramme plans to provide member States with technical assistance in the transformation and modernization of their national statistics systems. The subprogramme will also assist national efforts to fast-track the development of a continental strategy for a geospatial response to the COVID-19 pandemic. Technical assistance will be provided to member States.

15.113 The above-mentioned work is expected to result in:

- (a) Enhanced capacity and further efficiency in the collection of comparable and harmonized statistics at various levels of disaggregation and improved statistical operations, including the conduct of censuses and surveys; the compilation of administrative statistics and building of fundamental geospatial datasets;
- (b) Enhanced monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063 by reducing data gaps of indicators on both agendas;
- (c) Improved uptake and use of innovative tools and technologies for statistical operations in national statistical systems;
- (d) Improved uptake of data and statistics and geospatial information management, closer collaboration between components and stakeholders of the national statistical systems and better coordinated geospatial data infrastructures;
- (e) Increased resilience of national statistical systems;
- (f) Increased commitment, investment and ownership of the processes of the production, analysis, dissemination and use of statistics and spatial information;
- (g) Improved data collection approaches and methodologies, processing, analysis and dissemination of timely data by national statistical systems using modern methods.

## **Programme performance in 2020**

15.114 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 capacity for conducting accurate and efficient censuses**

15.115 Censuses and civil registration systems are important sources of the demographic and socioeconomic data required to measure progress on the 2030 Agenda and Agenda 2063. Population and housing census data are indispensable to effective development planning and the monitoring of demographic, socioeconomic and environmental trends, policies and programmes, and are crucial for the research and analysis of social and economic trends. Census results coupled with other sources of data are necessary for the formulation of policies affecting economic and social development, in particular at lower administrative levels and for special population subgroups.

15.116 The subprogramme has provided technical assistance for the collection of data through censuses and civil registration. The subprogramme developed an application for use by countries during digital census preparations that automatically uploads the correct software and maps on to each tablet and ensures distribution of these tablets to the right enumeration area. This significantly reduces the risk of error and the amount of work (and hence cost) involved in preparing the tablets for the census, while also speeding up the process. It also established a tablet-sharing programme among countries as part of efforts to promote South-South cooperation. The subprogramme also developed reusable electronic dashboards for increased quality control during fieldwork procedures that make it possible, in real time, to monitor the progress made and the quality of enumeration. In addition, the subprogramme launched an online ECA Price Watch Centre, to take part in the Africa debate on public policy relating to the impact of the inflation rate on economies. The subprogramme further provided technical assistance to member States in the modernization and transformation of their national statistical systems. In addition, the subprogramme commenced the provision of assistance to countries in developing 2030 Agenda and Agenda 2063 data portals for reporting and monitoring purposes.

*Progress towards the attainment of the objective, and performance measure*

15.117 The above-mentioned work contributed to the objective, as demonstrated by the fact that all Sustainable Development Goal indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators. A notable improvement has also been observed in data availability in African countries. In addition, the number of Sustainable Development Goal indicators for which there are no data for any of the African countries has been reduced to 52. Nineteen countries have more than 160 indicators with data. The countries with fewer than 125 indicators with data, namely Libya (107), Eritrea (113), Somalia (122) and South Sudan (124), need support in gathering more data to monitor their progress towards the Sustainable Development Goals (see table 15.10).

Table 15.10  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
	<ul style="list-style-type: none"> <li>• All Sustainable Development Goal indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators</li> </ul>	<ul style="list-style-type: none"> <li>• All indicators have a conceptually clear methodology and internationally agreed standards and there are no more tier 3 indicators</li> </ul>
	<ul style="list-style-type: none"> <li>• 79 indicators with no data for any of the African countries</li> </ul>	<ul style="list-style-type: none"> <li>• 52 indicators with no data for any of the African countries</li> </ul>
No country with data for more than 160 indicators	<ul style="list-style-type: none"> <li>• No country with data for more than 160 indicators</li> </ul>	<ul style="list-style-type: none"> <li>• 19 countries with data for more than 160 indicators</li> </ul>

**Impact of COVID-19 on subprogramme delivery**

15.118 Owing to the impact of COVID-19 during 2020, the subprogramme had to postpone technical services on censuses as some countries suspended their preparations for these. In addition, work on the United Nations Legal Identity Agenda was postponed to 2021 in three countries: Ethiopia, Guinea and Senegal. Technical

advice for some major surveys was halted as countries cancelled or postponed their surveys. Because of the pandemic, technical assistance and advisory missions were suspended, and therefore the timeline of related projects was delayed or postponed. These included advisory missions on such issues as national strategies for the development of statistics, censuses, the consumer price index, GDP rebasing, supply and uses tables, and trade in value added. The subprogramme further postponed technical assistance missions, which had been scheduled in response to requests by member States for statistical capacity-building. The COVID-19 pandemic has heavily affected the timely implementation of the convening function of the subprogramme. Most of the intergovernmental and expert group meetings have been deferred to 2021, although there was need for such direct contacts to follow up on arrangements for the implementation of global issues and matters of interest for Africa and member States. Most of the planned training and awareness-raising activities have been affected by the COVID-19 pandemic. For instance, capacity development workshops were postponed or cancelled for Central Africa, Southern Africa and North Africa.

15.119 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. The subprogramme developed strategies for maintaining the registration of life-cycle vital events under the lockdown. The subprogramme further articulated ground-level support to assess the impact of the COVID-19 pandemic on the activities and operations of national mapping authorities in Africa to develop an Africa geoportal dedicated to COVID-19 with a gallery and story maps about the Africa geographic information system (GIS) community response. It further conducted research on the emergency mapping of hotspots and mobility patterns of COVID-19 in communities in Africa for improved decision-making and produced a policy guideline on the perspectives of a holistic strategy for a geospatial response to COVID-19 in Africa. In addition, the subprogramme explored new methods and alternative approaches to the consumer price index and the provision of online technical assistance and identified new partners to support national statistical systems in their efforts to ensure resilience. It also developed guidelines and tools for countries planning to conduct e-censuses and surveys.

## **Planned results for 2022**

15.120 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: improving national data availability for reporting on the Sustainable Development Goals<sup>7</sup>**

#### **Programme performance in 2020**

15.121 The subprogramme has supported countries in undertaking censuses and improving their civil registration systems, which are prerequisites for measuring performance against the population-related Sustainable Development Goals and will improve the availability of data on the Goals. The subprogramme strengthened member States' capacities to produce and use timely statistical data, information and services for evidence-based decision-making in Africa. The subprogramme also assisted more than 15 countries in developing statistical strategies linked to other national information infrastructures as part of national, regional and global agendas.

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

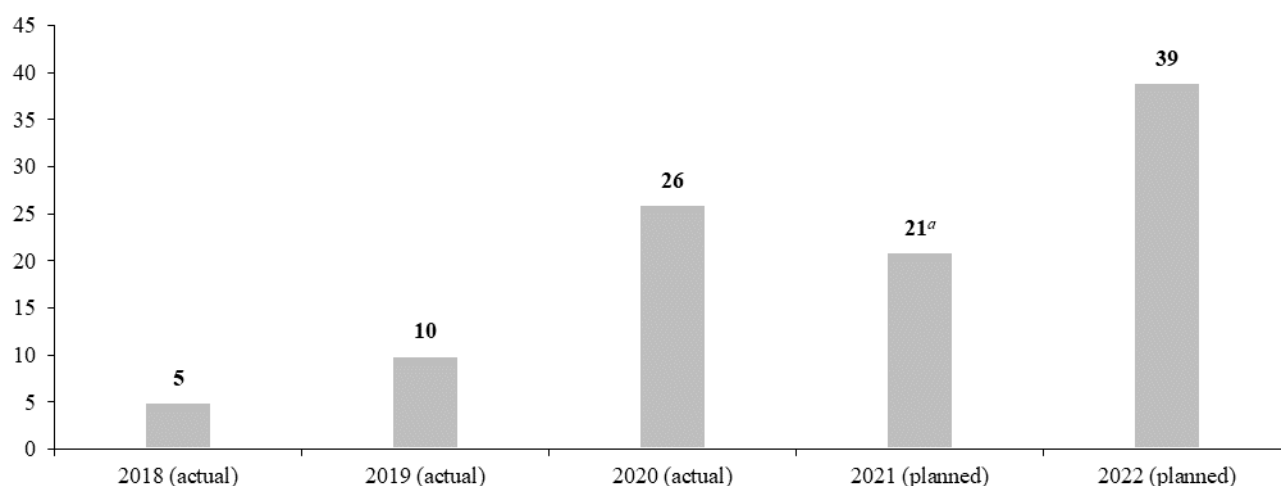
15.122 The above-mentioned work contributed to the reduction of data gaps for the monitoring and reporting of indicators of the Sustainable Development Goals and targets of Agenda 2063 in 20 member States, which exceeded the planned target of 15 member States reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

15.123 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 technical assistance to countries undertaking censuses in 2021 and 2022. The subprogramme will further continue to develop integrated geospatial information frameworks to support countries in developing spatially enabled government services and mainstreaming geospatial information technologies into statistical data collection, processing, analysis and dissemination. In addition, the subprogramme will improve the quality and coverage of economic and environment statistics in member countries to facilitate reporting on the 2030 Agenda and Agenda 2063. The expected progress is presented in the performance measure below (see figure 15.VIII).

Figure 15.VIII

**Performance measure: total number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: increasing visibility through civil registration and good legal identity<sup>8</sup>**

### **Programme performance in 2020**

15.124 The subprogramme has been working with countries to build integrated and interoperable civil registration and identity management systems, including the development of tools that guide the building of resilient systems. Furthermore, the subprogramme has conducted capacity-building initiatives for national experts on how to strengthen their civil registration systems.

<sup>8</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

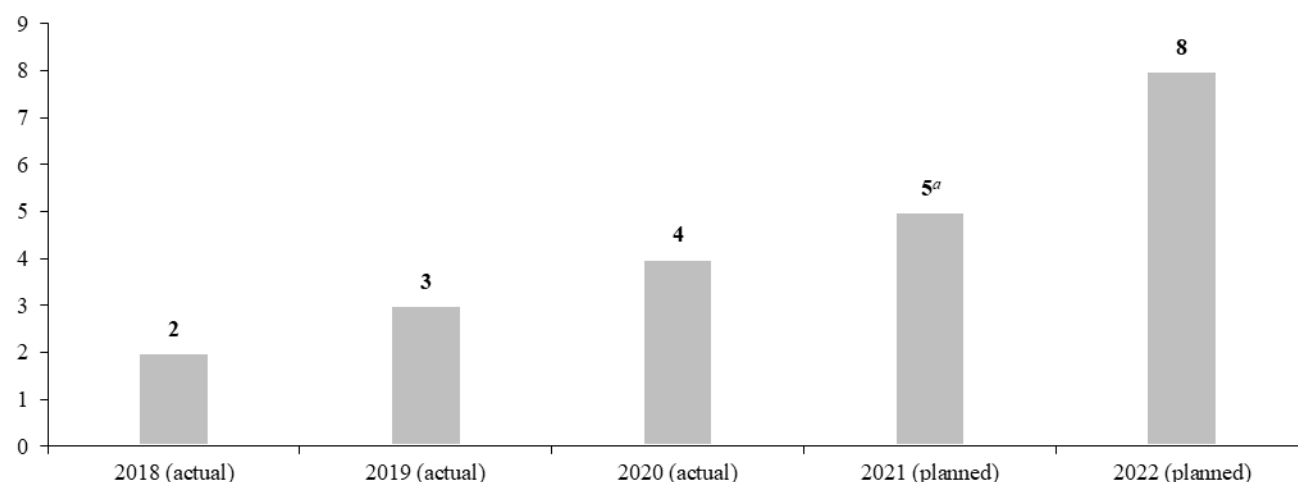
15.125 The above-mentioned work contributed to an increase to four of the number of countries registering at least 50 per cent of births within 24 months, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

15.126 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will assist countries with digitalizing and decentralizing their civil registration systems. It will do so by promoting the use of mobiles phones for birth and death notifications. The expected progress is presented in the performance measure below (see figure 15.IX).

Figure 15.IX

**Performance measure: total number of countries that register at least 50 per cent of births within 24 months (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: enhanced capacities of member States to develop and implement integrated geospatial information frameworks**

#### **Proposed programme plan for 2022**

15.127 The subprogramme has been providing assistance to member States in developing their geospatial policies and resources. At this juncture, there is a growing need to explore and develop possible mechanisms for geospatial information, infrastructure and policies to be embedded more holistically within the subprogramme's technical assistance and knowledge-sharing services, and their subsequent implementation in African countries. Many countries have already taken steps to develop their national spatial data infrastructures. The integrated geospatial information framework is forming a new and emerging data architecture for sustainable development in which collaborative information systems that are comprehensive and coordinated are able to provide evidence on the state of places, people, events and activities, and to deliver timely information necessary for citizens, organizations and Governments to build accountable actions and make informed and evidenced-based decisions. For example, the use of earth observation and spatial data for water resources management enables water authorities to assess and monitor water

quantity and quality, on a regular basis, at local, national and regional scales. Such information is critical to achieving the Sustainable Development Goals nationally.

#### *Lessons learned and planned change*

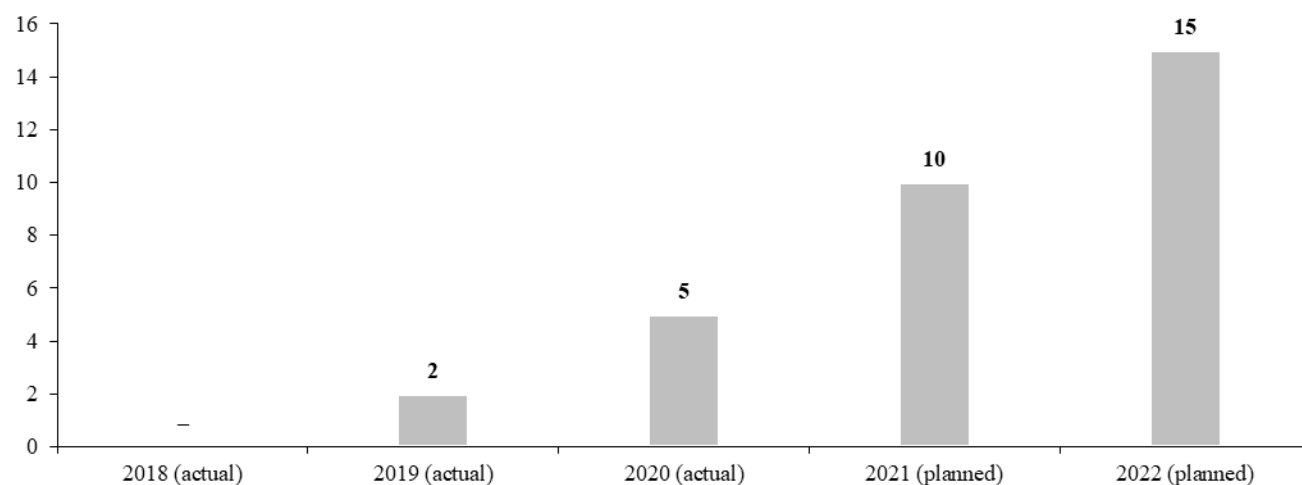
15.128 The lesson for the subprogramme was that it needed to focus more on supporting member States with spatial data collection, management and dissemination and access to policies in development information strategies and plans, since the needed data for informed decision-making were not always available. In applying the lesson, the subprogramme will help member States to work towards national integrated information systems through the formulation of appropriate frameworks, guidelines and methodologies which can be piloted and implemented within and across countries and regions for enhanced decision-making on spatial planning, land management and other matters. The subprogramme envisages a joint vision to assist member States to take practical actions to bridge the geospatial digital divide in the implementation of national strategic and development priorities and the 2030 Agenda. In the context of the COVID-19 pandemic, the subprogramme will facilitate the use of telecommunications and other technological means to communicate with and support the work of the country teams in the field.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.129 This work is expected to contribute to the objective, as demonstrated by a cumulative number of 15 countries developing and implementing national action plans on an integrated geospatial information framework (see figure 15.X).

Figure 15.X

**Performance measure: total number of countries developing and implementing national action plans on an integrated geospatial information framework (cumulative)**



### **Legislative mandates**

15.130 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

68/261	Fundamental Principles of Official Statistics	69/266	A global geodetic reference frame for sustainable development
		69/282	World Statistics Day



*Economic and Social Council resolutions*

131 (VI)	Co-ordination of cartographic services of specialized agencies and international organizations	2013/21	Fundamental Principles of Official Statistics
476 (XV)	International co-operation on cartography	2015/10	2020 World Population and Housing Census Programme
2011/24	Committee of Experts on Global Geospatial Information Management	2016/27	Strengthening institutional arrangements on geospatial information management

*Economic Commission for Africa resolutions*

849 (XL)	Statistics and statistical capacity-building in Africa	911 (XLVI)	Statistics and statistical development
		931 (XLVIII)	Data revolution and statistical development
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa	758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development

**Deliverables**

15.131 Table 15.11 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 15.11

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>6</b>	<b>7</b>	–	<b>7</b>
1. Report on statistical capacity development to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
2. Report on the implementation of the 2008 System of National Accounts to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
3. Report on progress in population and housing censuses to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
4. Report on the implementation of civil registration and vital statistics to the Conference of African Ministers Responsible for Civil Registration	1	1	–	1
5. Report on the state of gender and social development statistics to the Statistical Commission for Africa at its seventh and eighth meetings	1	1	–	1
6. Report on the integration of geospatial and statistical data to the Statistical Commission for Africa at its seventh and eighth meetings	–	1	–	1
7. Report on the geospatial information management to the Regional Committee of United Nations Global Geospatial Information Management for Africa at its sixth and eighth meetings	1	1	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>16</b>	–	<b>8</b>	<b>12</b>
8. Meeting of the Statistical Commission for Africa	8	–	–	1
9. Conference of African Ministers Responsible for Civil Registration	–	–	8	–
10. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	8	–	–	8
11. Advisory expert group meeting on national accounts	–	–	–	1
12. Expert group meeting on environmental statistics	–	–	–	1
13. Expert group meeting on environmental-economic accounting	–	–	–	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>16</b>	<b>1</b>	<b>20</b>	<b>16</b>
14. Project on the agricultural statistics initiative	1	—	1	1
15. Project on the health statistics initiative	1	—	1	1
16. Project on the energy statistics initiative	1	—	1	1
17. Project on the data warehouse	1	—	1	1
18. Project on the employment statistics initiative	1	—	1	1
19. Project on development of a trade in value added database for Africa – World Bank trust fund for statistical capacity-building	1	—	1	1
20. African programme on gender statistics	1	—	1	1
21. African programme on population and housing censuses	1	—	1	1
22. Project on the establishment of a digital identity platform for Africa	1	—	1	1
23. Project on developing geospatial information services in support of the implementation and tracking of the Sustainable Development Goals	1	—	1	1
24. Project on strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1	—	1	1
25. Project on guidelines for the implementation of the integrated geospatial information framework	—	—	1	1
26. Project on the Global Strategy to Improve Agricultural and Rural Statistics – phase II	1	—	1	1
27. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1	1	1	1
28. Development of a data science campus	1	—	1	1
29. Project on support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	—	1	—
30. Fellowship programme for young African scholars to build their capacity in data and statistics	1	—	4	1
<b>Seminars, workshops and training events (number of days)</b>	<b>65</b>	<b>9</b>	<b>55</b>	<b>17</b>
31. Workshop on statistical data exchange system for national statistical offices	5	—	5	1
32. Training on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	—	5	1
33. Workshop on modernizing statistical systems in Africa for the leaders and managers of national statistical offices	5	—	5	5
34. Workshop on population and housing censuses and progress towards the 2020 population and housing censuses for experts and managers of national statistical offices and planning commissions	5	2	5	1
35. Regional workshops on gender statistics for experts in national statistical offices and line ministries	10	—	10	1
36. Workshops on civil registration and vital statistics for experts of national ministries responsible for the production of civil registration and vital statistics data	5	5	5	1
37. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistical offices	10	—	—	1
38. Training of trainers on economic statistics and national accounts for national statistical offices and ministries of finance	5	—	5	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
39. Training workshop on methods of environmental statistics and environmental economic accounting for national agencies responsible for the compilation of environmental economic accounts	5	—	5	1
40. Workshop on geospatial datasets for monitoring Sustainable Development Goals for national mapping agencies and statistical offices	5	—	5	1
41. Training workshops on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	—	5	1
42. Training workshops on the development of national action plans on the integrated geospatial information framework for national mapping agencies	—	2	—	1
43. Training workshops on geospatial knowledge infrastructure with innovative geospatial responses and solutions for a post-pandemic recovery	—	—	—	1
<b>Technical materials (number of materials)</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>4</b>
44. African regional geospatial databases, online services and geoportals	1	—	1	1
45. African atlas of spatial statistics	1	—	1	1
46. Africa data revolution report	1	—	1	1
47. African Statistical Yearbook	1	1	1	1

#### C. Substantive deliverables

**Consultation, advice and advocacy:** technical advice on civil registration and vital statistics, on the 2022 round of population and housing censuses for member States in Africa and on Sustainable Development Goal indicators.

Advice to the annual meetings of the Committee of Directors General of National Statistics Offices of the African Union, African Statistical Coordination Committee, Statistical Commission, consultative meeting on strengthening and harmonization of economic statistics in Africa; high-level forums on global geospatial information management.

Technical assistance to member States in the implementation of civil registration frameworks and systems; the implementation and revision of national strategies for the development of statistics; digitalization and the integration of data science initiatives; survey methodology and coordination of the national statistical system and statistical legislation (including administrative data systems and other sources); and to national statistical offices on the application of data dissemination and exchange systems; consultation with member States and regional stakeholders for the validation of data for the African Statistical Yearbook; advocacy of the adoption of strategies and methodologies by member States and regional bodies to make official statistics open by default; advice on the development and management of civil registration and vital statistics strategic plans; production and dissemination of gender statistics; advocacy to strengthen the gender statistics focal point network, advocacy to strengthen population and housing censuses; advice on the adoption and technical implementation of the 2008 System of National Accounts in Africa by member States.

Technical assistance to five member States in developing integrated geospatial information frameworks at national and regional level; technical assistance in the establishment of national and regional spatial data infrastructure; technical assistance in the integration of geospatial and statistical information, the implementation of the African Geodetic Reference Frame, the development of fundamental themes and standards for geospatial datasets; and technical assistance and advisory services in the implementation of global and regional initiatives and programmes (African Space Agency, Group on Earth Observations, African initiative under the Global Earth Observation System of Systems (AfriGEOSS), Global Monitoring for Environment and Security programme, Regional Centre for Mapping of Resources for Development, African Regional Institute for Geospatial Science and Technology; Digital Earth Africa and others).

**Database and other substantive digital materials:** ECA statistical data portal ECASStats; geospatial databases, online application, services and platforms; Africa GeoPortal.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** celebration of African Statistics Day; annual Africa Symposium on Statistical Development with some 300 participants; Africa statistics flash; Africa statistics pocketbook; launch of facts and figures on African and major world economies and of advocacy materials on African Statistics Day; Geographic Information System Day.

**Digital platforms and multimedia content:** Executive Statistics Monitor mobile application.

## **Subprogramme 5**

### **Technology, climate change and natural resources management**

#### **Objective**

15.132 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, through the strengthened capacity of member States to harness new technologies and innovation, natural resources and the green and blue economy, and to enhance climate resilience.

#### **Strategy**

15.133 To contribute to the objective, the subprogramme will support member States in the formulation and implementation of national and regional policies to build a sound scientific, technological and industrial base through, first, policy research on new technologies and innovation and data-driven decisions; second, the convening of peer learning, dialogue and consensus-building platforms on science, technology and innovation, digital transformation methodologies and frameworks; and, third, technical assistance to member States. The work will further assist member States in making progress towards Sustainable Development Goals 8 and 9.

15.134 The subprogramme will conduct policy research and provide technical support to member States on extractives-led productive linkages, as these linkages can help to drive economic development and diversification through direct and indirect economic benefits in the extractive industry value chain. The subprogramme plans also to provide technical advisory services and technical support to member States in the design and implementation of mineral policies, strategies and plans that are aligned with the principles of the Africa Mining Vision. This will be complemented by peer learning and dialogue on lessons learned and good practices through the convening of policy dialogues and expert group meetings on extractives-led productive linkages and on optimal policies and strategies that include consideration of environmental, social and gender issues and that are aligned with the Africa Mining Vision.

15.135 The subprogramme will conduct training for policymakers, experts and practitioners and increase country-level technical assistance to strengthen knowledge, skills, tools and technologies to design and implement strategies and programmes to achieve sustainable growth in the context of sustainable development and poverty eradication. The training and in-country technical assistance will be supported by workable options and good practices identified through policy research and analysis of sustainable growth pathways. This will assist member States in making progress towards the achievement of Goals 1, 2 and 15. The subprogramme will continue to convene regional platforms, in particular the Africa Regional Forum on Sustainable Development, jointly with other ECA subprogrammes and in collaboration with the African Union Commission, the African Development Bank and the United Nations system.

15.136 The subprogramme will conduct assessments of living species, geomorphological analysis and the mapping of floors of water bodies, including underground waters, in general, and oceans, in particular. The subprogramme will also provide tailor-made and targeted training to policymakers on the different perspectives and sectors of the blue economy and on the multisectoral approach necessary to develop the capacity and skills for negotiation and better representation in forums at all levels. It will also support sustainable planning, policy formulation and governance on the blue economy in line with the Africa Blue Economy Strategy by providing technical advisory services to the African Union Commission, regional economic communities and intergovernmental organizations, and also to pilot with

member States the formulation of strategic policy frameworks on the blue economy using the methodology provided in the Blue Economy Policy Handbook as adapted to the needs and expectations of specific beneficiaries, contributing to attainment of Goal 14.

15.137 The subprogramme will, first, conduct policy research and analysis to build the climate resilience of African economies, societies and ecosystems to reduce their vulnerability to disaster; and, second, broaden advisory services and technical assistance and provide training and tools to build human and institutional capacities in countries in support of policy coherence and the integrated implementation of climate actions, while supporting member States with modelling of the economic impacts of climate change, and the development of strategies and approaches for accelerating private sector investments for the implementation of for nationally determined contributions and the achievement of Goal 13 and other related goals, including Goal 7 on clean and affordable energy. Furthermore, the subprogramme will formulate new narratives and guidance on climate change and development and will convene dialogues, in collaboration with regional entities and development partners, to critically examine and explore the opportunities and geopolitical complexities of climate change and its implications for the development of Africa.

15.138 The subprogramme plans to support member States on issues related to COVID-19 by strengthening the capacity of Africa for a sustainable recovery from the pandemic and raise awareness on the links between climate change, economy, and health issues, including pandemics, while supporting member States with options for the prioritization of stimulus plans for sustainable recovery from the pandemic for better outcomes. The subprogramme will engage in building the capacity of member States to generate the workforce needed to assess, maintain, develop and produce health technologies, and will also promote investment in innovations focusing on COVID-19. These efforts will be supported by ongoing work on building human capital and innovation through education, competitions and design schools for innovators. Furthermore, the subprogramme will contribute to publications geared towards building back better after the COVID-19 pandemic, in particular in relation to just transitions from fossil fuels to renewable energy. In this regard, adjustments will be made to the work being undertaken on mining-related issues to take into consideration the impact of COVID-19 on this particular sector.

15.139 The above-mentioned work is expected to result in:

- (a) Improved public services, encouraging private sector investments in new and emerging technologies to foster the transition to innovation and digital economy; to encourage the uptake of emerging domestic and foreign-owned technologies and the development and strengthening of platforms for interactions between academic, industrial and business sectors and the government; and to stimulate commitment to low-emission and low-carbon growth and the development and deployment of frontier and appropriate technologies;
- (b) Inclusion by natural resource-rich African countries of economic linkages between the natural resources sector and other sectors and diversification in their policies and strategies;
- (c) Alignment of policies and strategies with the principles of the Africa Mining Vision, to encourage the consideration of environmental, social and gender issues, and to include mineral-based industrialization;
- (d) Expanded uptake of effective policies and good practices, generating strong and common regional positions for the advocacy of international support for sustainable growth, poverty eradication and sustainable development;

(e) Improved knowledge of the blue economy in Africa, and better designed, more integrated and effective policy frameworks on the blue economy at subregional and national levels and sustainable African blue economy initiatives at national, subregional and continental levels;

(f) Adoption and implementation by countries of strategies and programmes to transition to sustainable growth;

(g) Robust development policies, strategies and plans that capitalize on the challenges posed by climate change to the transition to low-emission and low-carbon climate-resilient economies;

(h) Attainment of common positions and the effective means of implementation of climate responses that capitalize on the continent's abundant natural resources, including its vast renewable resources (energy, water, marine and other resources) with a view to its inclusive and sustainable development;

(i) Increased private sector investments in the implementation of the Sustainable Development Goals.

15.140 The planned support on issues related to COVID-19 is expected to result in revised nationally determined contributions that are streamlined with national development frameworks, plans and programmes and sustainable recovery from COVID-19, climate resilience and increased awareness of the link between climate change and health.

## **Programme performance in 2020**

15.141 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Digital transformation to accelerate economic diversification**

15.142 In collaboration with subprogramme 4, the subprogramme supported several member States in the development of digital transformation strategies and the launch of digital platforms to enhance transparency in government procurement and information-sharing in the context of COVID-19. Emerging technologies such as digital, advanced materials (nanotechnology), advanced energy technologies, in particular renewables, and biotechnologies are central to economic diversification, achieving inclusive and equitable growth in a sustainable manner. The subprogramme launched new initiatives in emerging technologies with a special focus on national and institutional policies and strategies and building human capital in artificial intelligence, nanotechnology and health technologies, and pharmaceutical chemistry and manufacturing.

15.143 In collaboration with the African Union Commission and other partners, the subprogramme has successfully contributed to the development of the digital transformation strategy for Africa, endorsed by the African Union Executive Council at its thirty-sixth ordinary session. Through various activities, the subprogramme has supported several member States in implementing key pillars of the strategy. For example, in Kenya, technology is positioned as a key enabler in meeting the Government's development blueprint, the Big Four Agenda, comprising food security, universal health coverage, affordable housing and manufacturing. The subprogramme supported the development and adoption of the Kenyan digital economy project, an ambitious initiative aimed at bridging the digital divide in the country. In addition, it provided advice on the development of the Huduma Halisi citizen feedback platform, a digital identity scheme that enables Kenyan citizens to provide feedback with the use of their mobile phones on their engagement with the various public services. In Ethiopia, the Government launched an e-commerce pilot project to improve access of

small enterprises to the digital marketplace, in line with the innovation pillar of the African digital transformation strategy. In Cameroon, implementation of the digital transition focused on the expansion of the broadband infrastructure and the increase in telecommunications traffic, while implementation of the Africa Communication and Information Platform for Economic and Health Action in the Congo enhanced the capability of the government to communicate and interact with the citizenry in mitigating and managing the socioeconomic impacts of the COVID-19 pandemic.

*Progress towards the attainment of the objective, and performance measure*

15.144 The above-mentioned work contributed to the objective, as demonstrated by the adoption of a digital transformation strategy by the African Union Commission, implementation of the Africa Communication and Information Platform in the Congo, the launch of an e-commerce pilot project in Ethiopia, and the establishment of the Huduma Halisi digital platform in Kenya (see table 15.12).

Table 15.12

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<ul style="list-style-type: none"> <li>• African Union adopted a Digital Transformation Strategy</li> <li>• Africa Communication and Information Platform for Economic and Health Action launched in the Congo</li> <li>• Launch of e-commerce pilot project in Ethiopia</li> <li>• Digital platform established in Kenya for interaction between citizens and government services (Huduma Halisi)</li> </ul>

**Impact of COVID-19 on subprogramme delivery**

15.145 Owing to the impact of COVID-19 during 2020, the subprogramme changed many of its in-person meetings to online consultations. These included the five country case studies (Cameroon, Côte d'Ivoire, Kenya, South Africa and Zambia) and one regional study on unleashing the potential of the private sector to drive green growth and job creation. Online consultations made it possible to finalize voluntary local review reports for Ngora district in Uganda; and the cities of Harare and Victoria Falls in Zimbabwe. Field visits in the context of the Sustainable Development Goal 7 initiative were no longer possible, and participating Governments were invited to provide the information themselves. In addition, the subprogramme's plan to carry out a training event on inclusive green economy and monitoring and evaluation for Zimbabwe was changed from face-to-face to an online format.

15.146 The Goal 7 initiative, launched at the third Africa Business Forum in February 2020, included a plan for field visits to target countries to identify key assets to be structured for potential private sector financing. A number of countries could not be visited because of COVID-19 constraints. Activities that had to be postponed included the convening of expert group meetings for the consolidation and validation of a

methodological framework for nationally determined contributions. The subprogramme's plan to co-host Africa Climate Week with the United Nations Framework Convention on Climate Change and other partners was also put on hold as a result of the pandemic, while preparations to co-host the ninth Conference on Climate Change and Development in Africa with Cabo Verde have significantly slowed down. The change in priorities and reduced responsiveness at national level caused deliverables such as the revision of nationally determined contributions to fall behind schedule.

15.147 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 production of knowledge products on climate change and development after the pandemic. A technical paper on climate change and development in Africa after the COVID-19 pandemic was drafted. Two digital platforms for the pooled procurement of medical supplies for curating and sharing information on COVID-19 were developed. A number of these deliverables have been moved online or followed a hybrid format that includes online and face-to-face interactions.

## **Planned results for 2022**

15.148 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: climate resilience integrated in national sustainable development plans in Africa<sup>9</sup>**

#### **Programme performance in 2020**

15.149 Over the course of 2020, the subprogramme engaged in preparatory work to support three focus countries (Liberia, Malawi and Zimbabwe) and the Economic Community of West African States (ECOWAS) in revising their nationally determined contributions. In partnership with the African Academy of Sciences, the subprogramme continued to guide research on development planning by 20 climate research grantees spread across Africa. The subprogramme also initiated the drafting of an implementation plan for the five-year Climate Research for Development in Africa initiative.

15.150 The subprogramme further organized or co-organized six workshops and forums to support member States in their climate change interventions and efforts to realize the Sustainable Development Goals. In partnership with the African Union, and together with subprogramme 6, the subprogramme drafted an African climate strategy and a strategy on climate change, gender equality and the empowerment of women and girls for Africa. The subprogramme, in collaboration with the Department for Economic and Social Affairs and the United Nations Development Programme (UNDP), supported the Government of Ethiopia through the Ministry of Water, Irrigation and Energy and the Planning and Development Commission in training key staff on integrated climate, land, energy and water systems modelling to support sectoral policy priorities of the country's third ten-year growth and transformation plan. A similar approach was advanced and is in progress in Cameroon in collaboration with the Ministry of Planning. The subprogramme, in collaboration with subprogramme 3, continued implementation of the Goal 7 initiative for Africa with ongoing support for mobilizing private sector investments for clean energy in Ethiopia, Senegal and South Africa.

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<sup>9</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 18\)](#)).



15.151 The above-mentioned work contributed to the integration of climate change effects into national development plans by four member States (Cameroon, Ethiopia, Liberia and Zimbabwe), which did not meet the planned target of six member States reflected in the proposed programme budget for 2020. This is because the revision work in Malawi was impeded by the re-run of the presidential elections in that country.

15.152 Furthermore, the above-mentioned work also contributed to increased learning by and capacity of member States to integrate climate change into development policies and plans, through implementation of the Climate Research for Development in Africa initiative in 20 countries, which exceeded the planned target of six countries equipped with tools for review and reporting expertise to integrate nationally determined contributions into their national development plans reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

15.153 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 ramp up its support to member States in the implementation of their updated nationally determined contributions, and to prepare contributions to the 2023 global stocktake of the Paris Agreement, covering mitigation, adaptation, loss and damage, and means of implementation. The expected progress is presented in the performance measure below (see table 15.13).

Table 15.13  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>Establishment of the African nationally determined contributions hub for coordinated support for implementation of nationally determined contributions</li> <li>Report on coherence and readiness of African nationally determined contributions</li> </ul>	At least three countries review and report on the level of integration of nationally determined contributions in their national development plans	<ul style="list-style-type: none"> <li>Four member States integrate the effects of climate change into their national development plans (Cameroon, Ethiopia, Liberia and Zimbabwe)</li> <li>Increased learning and capacity of member States to integrate climate change into development policies and plans, through implementation of the Climate Research for Development in Africa initiative</li> </ul>	At least three countries implement updated post-2020 nationally determined contributions	<ul style="list-style-type: none"> <li>At least four additional countries implement updated post-2020 nationally determined contributions</li> <li>Increased analytical capacity of member States in preparation for the 2023 Paris Agreement global stocktake</li> <li>Three countries with increased analytical capacity and tools to integrate climate resilience in investments in climate-sensitive sectors</li> </ul>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: increased investment in climate action in Africa<sup>10</sup>****Programme performance in 2020**

15.154 The subprogramme, in collaboration with the Office of the Executive Secretary and subprogramme 3, launched the Sustainable Development Goal 7 initiative to support several member States in their efforts to mobilize investments, in particular from the private sector, to address the increasing need for access to adequate, secure and reliable energy services, with initial pilots in Angola, Ethiopia, Mozambique, Rwanda and Senegal. These countries were assisted with investment advisory services to start the identification of possible clean energy projects that could be supported. Initiatives included possible green bonds in South Africa, a renewable energy and energy efficiency fund in support of the Sovereign Fund of Senegal (FONSIS) for up to seven countries in West Africa, and advisory services to Ethiopia to support and mobilize refinancing for the government utility Ethiopian Electric Power.

15.155 The above-mentioned work contributed to private sector investment frameworks in clean energy actions under the Goal 7 initiative in three countries (Ethiopia, Mozambique and Rwanda), which met the planned target of three countries revising their nationally determined contributions reflected in the proposed programme budget for 2021.

**Proposed programme plan for 2022**

15.156 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 support to member States in increasing the scale and speed of private sector participation in the implementation of their nationally determined contributions. The expected progress is presented in the updated performance measure below (see table 15.14).

Table 15.14  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Ten countries engaged in the Goal 7 initiative	Private sector investments in clean energy actions under the Goal 7 initiative in three countries (Ethiopia, Senegal and South Africa)	At least five countries revised their nationally determined contributions	At least eight countries engage in the private sector in the implementation of nationally determined contributions

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: increased resilience through channelling resources to respond to the COVID-19 pandemic and climate change****Proposed programme plan for 2022**

15.157 The subprogramme finalized a framework providing policy and investment options to ensure that stimulus measures are optimally directed towards recovery from the immediate impacts of the COVID-19 pandemic while also building resilience and

<sup>10</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

responding to climate change. The framework underlines opportunities for member States to adopt low-emission and low-carbon development pathways which maximize job creation and gross value added in their economies. The need for this analysis is framed within the African Green Stimulus Programme adopted by the African Conference of Ministers of Environment in January 2021. It also provides a framework for interventions to implement the Africa Blue Economy Strategy and the African Union strategy on digital transformation, and to build continental resilience to climate change.

#### *Lessons learned and planned change*

15.158 The lesson for the subprogramme was to recognize the increased demand expressed by member States, through the adoption of the African Green Stimulus Programme, for analysis and assessment on the impact of sustainability-oriented investments as a vehicle for responding to the economic aftermath of the COVID-19 pandemic and providing a basis to build climate resilience. In applying the lesson, the subprogramme will use its research function to identify recovery options for African States to build forward better from the pandemic. It will further analyse in detail the investment options for at least four member States and roll out the blue economy toolkits to support the African Union Blue Economy Strategy in two East African countries in 2021 and two additional countries in 2022. The blue economy toolkit supports member States in accounting for their natural blue economy capital, and consequently identifying potential nature-based interventions to build climate resilience and create jobs (for example through eco-tourism and sustainable fisheries) in line with the objectives of the African Green Stimulus Programme.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.159 This work is expected to contribute to the objective, as demonstrated by at least two countries implementing initiatives to secure finance for a climate-resilient green and blue economic recovery (see table 15.15).

Table 15.15  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Two countries (Rwanda and Seychelles) developed policy options for a climate-resilient blue economy pathway	At least four countries develop policy options including investments for a climate-resilient green and blue economic recovery	At least two countries implement initiatives for such purposes as securing finance for a climate-resilient green and blue economic recovery

### **Legislative mandates**

15.160 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

62/8	Overview of United Nations activities relating to climate change	64/206	Promotion of new and renewable sources of energy
		66/288	The future we want

75/217	Protection of global climate for present and future generations of humankind	73/327	International Year for the Elimination of Child Labour, 2021
72/228	Science, technology and innovation for development	74/301	New Partnership for Africa's Development: progress in implementation and international support

### *Economic and Social Council resolutions*

2017/22	Science, technology and innovation for development
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### *Economic Commission for Africa resolutions*

818 (XXXI)	Promotion of mineral resources development and utilization in Africa	901 (XLV)	Africa Regional Forum on Sustainable Development Promoting an innovation society for Africa's social and economic transformation
819 (XXXI)	Promotion of energy resources development and utilization in Africa		
884 (XLIV)	Climate change and sustainable development in Africa	919 (XLVII)	Green economy and structural transformation in Africa
887 (XLIV)	Enhancing science and technology for development in Africa	930 (XLVIII)	Africa Regional Forum on Sustainable Development

## **Deliverables**

15.161 Table 15.16 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 15.16

### **Subprogramme 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>
1. Report on the Africa Regional Forum on Sustainable Development to inform the high-level political forum on sustainable development	1	1	1	1
2. Report to the Africa Regional Forum on Sustainable Development and to the Conference of Ministers on new technologies and innovation for the transformation of Africa and implementation of the Sustainable Development Goals	1	1	1	1
3. Report to the Africa Regional Forum on Sustainable Development on the inclusive green economy in the context of structural transformation and sustainable development in Africa	1	1	1	1
4. Report on climate change, environment and natural resources management for sustainable development	1	—	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>8</b>	<b>11</b>	<b>14</b>
5. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	8	8	8	8
6. Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	—	—	—	6
7. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	—	—	3	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>17</b>	<b>10</b>	<b>7</b>	<b>13</b>
8. Project on strengthening the capacity of member States in green growth to advance inclusive and resource-efficient economic diversification and sustainable development	1	1	1	1
9. Project on strengthening the capacity of member States to participate in the supply chains of natural resources	1	1	1	1
10. Technical support for selected member States in reviewing and improving their mineral-led local content, policies, legal and regulatory frameworks	2	1	—	1
11. Project on strengthening the capacity of member States on blue economy to advance inclusive and resource-efficient economic diversification and sustainable development	1	1	1	2
12. Technical support for experts and policymakers on the inclusive blue economy and structural transformation	1	—	—	1
13. Project on strengthening the inclusive blue economy in the context of structural transformation and sustainable development	2	2	—	—
14. Technical support for the Africa Regional Forum on Sustainable Development in the area of the blue economy in preparation for the high-level political forum on sustainable development	1	—	—	1
15. Project on strengthening blue economy governance and policy implementation	1	—	—	—
16. Technical support for the elaboration of training manuals and toolkits to support the development of a blue economy policy and its implementation at the country level	1	1	—	1
17. Technical support for a research paper on the blue economy and development in Africa	1	—	—	1
18. Technical support for the preparation of the atlas and statistics on the African blue economy	1	—	—	1
19. ECA Africa Climate Policy Centre project on the weather and climate information services for Africa (WISER) programme	1	1	1	—
20. Project on strengthening capacity for climate research through the provision of grants to institutions, universities and other stakeholders to link climate research to development	1	1	1	1
21. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of the green economy in the context of sustainable development and poverty eradication, natural resources, innovation and technology in Africa	1	1	1	1
22. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of climate change and development in Africa	1	—	—	—
23. Project on climate, land, energy and water strategies	—	—	1	1
<b>Seminars, workshops and training events (number of days)</b>	<b>6</b>	<b>10</b>	<b>12</b>	<b>14</b>
24. Training of experts and policymakers on the green economy in the context of sustainable development and poverty eradication and structural transformation	1	—	—	1
25. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	4	2	—	5
26. Young African lawyers programme to strengthen capacity to engage in global climate negotiations	1	—	—	—
27. Organization of visit by scholars, fellowships and internships to enhance capacity in climate change, the green economy in the context of sustainable development and poverty eradication, natural resources, innovation and technology in Africa (number of fellows)	—	—	4	1
28. Policy dialogues and consultations on technology, climate change, the green and blue economies and natural resources	—	8	2	5
29. Capacity-building workshops on understanding and harnessing blue economy-related sectors	—	—	2	2
30. Capacity-building workshops on the outer continental shelf of African countries and the issue of deep-sea mining, including definition of the shelf and governance arrangements	—	—	2	—
31. Capacity development on internalized and modernized legal frameworks related to maritime law and the law of the sea at national, subregional and continental levels	—	—	2	—

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)	<b>5</b>	<b>7</b>	<b>10</b>	<b>10</b>
32. Publication on new technologies and innovation trends in Africa	1	1	–	1
33. Publication on the inclusive green economy in the context of structural transformation and sustainable development	2	2	1	1
34. Report on African science, technology and innovation	1	1	1	1
35. Compendium of best practices for experience-sharing in support of innovation and the development of mineral-led small and medium-sized enterprises	1	1	–	–
36. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	–	–	1	1
37. Publication of research papers on climate change and development in Africa	–	2	2	2
38. Publication of policy briefs on emerging issues and trends in new technologies and innovation, climate change, the green and blue economies and natural resources	–	–	2	2
39. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	1	–
40. Blue economy publications for each African subregion	–	–	1	1
41. Continental and subregional atlases on the blue economy	–	–	1	1
<b>Technical materials</b> (number of materials)	<b>20</b>	<b>17</b>	<b>9</b>	<b>18</b>
42. Guidelines for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	1	1	–	1
43. Methodological guidelines for assessments guiding climate investments in ecosystems	1	–	–	–
44. Training manual and toolkits to support capacity-building of small and medium-sized enterprises in mineral supply chain development	1	1	–	1
45. Compendium of climate change experts in Africa	1	1	–	1
46. Mapping of institutions along the climate information services value chain	–	1	–	1
47. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2	2	–	2
48. Policy briefs and research papers on climate change and development in Africa	2	2	–	2
49. Policy briefs and research papers on the inclusive green economy in the context of sustainable development, poverty eradication and structural transformation	2	2	–	1
50. Technical materials on the implementation of a climate research for development platform in Africa	1	1	–	1
51. Quality analysis of climate information for a development policy, decision support and management practice programme	1	1	–	1
52. Technical materials on infrastructure and capacity for climate information services projects	2	1	–	1
53. Technical materials on strengthening climate governance and policy implementation	1	–	–	–
54. Africa climate resource platform and information service	1	–	–	1
55. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	1	–	–	1
56. Research paper on climate change and development in Africa	1	1	–	1
57. Documentation for meetings of the African Union and NEPAD in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the 2030 Agenda and Agenda 2063	2	2	–	2
58. Policy research papers on extractives-led productive linkages, value addition, increased local content and resource-driven industrialization, that consider sustainable growth, social and gender equality and women's empowerment for inclusive economic transformation	–	–	–	1
59. Continental geospatial database on the African blue economy	–	–	1	–
60. Country natural capital accounts (water accounts)	–	–	2	–
61. African regional centres of excellence in the Atlantic and Western Indian oceans	–	–	1	–
62. Framework classification and management for marine minerals and energy	–	–	1	–
63. Tools and methods for managing investments in the blue economy	–	–	1	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
64. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	1	–
65. Continental and subregional atlases on the blue economy	–	–	1	–
66. Tools for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	–	–	1	–
67. Climate change and development in Africa after the COVID-19 pandemic	–	1	–	–

### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services to two member States and two regional and subregional cooperation groups on the framework for a renewed United Nations-African Union partnership on Africa's integration and development agenda for 2017–2027; technical support for the secretariat of the African Peer Review Mechanism in support of country self-assessments and integration of their outcomes into national development plans and related processes; technical support and advisory services to three countries on climate change; advisory services to two countries on the green economy in the context of sustainable development and poverty eradication, natural resources; and technical support and advisory services to three countries on innovation and technology in Africa; high-level expert dialogues on science, technology and innovation with approximately 35 representatives from African countries; high-level policy event on the green economy in the context of sustainable development and poverty eradication and structural transformation in Africa with 100 participants;

African climate talks to gather inputs from around 100 African stakeholders on the continent's interests in global climate governance discourses, such as the Conference of the Parties to the United Nations Framework Convention on Climate Change; advisory services on policies and strategies on technology, innovation to two countries, the green and blue economies to two countries, climate change and natural resources management to three countries; documentation for the African Union-NEPAD meetings in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the 2030 Agenda and Agenda 2063; the African regional review of the implementation of the outcomes of the World Summit on the Information Society, with representatives of all African countries and the African Internet Governance Forum (African platform for multi-stakeholder policy dialogue on prevailing and emerging issues on Internet governance with 400 participants).

### D. Communication deliverables

**Outreach programmes, special events and information materials:** brochures, flyers, briefs and information kits on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

**External and media relations:** press releases related to the issuance of major publications and the organization of important events on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

**Digital platforms and multimedia content:** update and maintenance of websites, social media and platforms on technology, climate change, the green and blue economies, environment, and natural resources management and logistics, including newsletters.

## Subprogramme 6 Gender equality and women's empowerment

### Objective

15.162 The objective, to which this subprogramme contributes, is to achieve gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States of, and their reporting on, their global and regional commitments related to gender equality and the empowerment of women and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls.

### Strategy

15.163 To contribute to the objective, the subprogramme will undertake policy research and technical advisory services, and will convene policymakers and experts to increase knowledge, develop capacity and stimulate discussion on the

mainstreaming of a gender perspective into development policies and programmes, to ensure gender-sensitive development outcomes. Specifically, the subprogramme plans to build on the costing exercise for the attainment of Sustainable Development Goal 5, which will form part of the findings of the 2021 *African Women's Report*, and also the work on women's entrepreneurship and harnessing demographic dividends. Furthermore, the subprogramme will provide support to the various subprogrammes and implementing divisions across ECA, in mainstreaming a gender perspective into the deliverables that they provide to member States.

15.164 The subprogramme will provide technical support to member States to measure progress and report on the status of implementation of their national programmes and policies related to their global and regional commitments. Specifically, the subprogramme plans to build on the results of the African Gender and Development Index, and also on the findings and recommendations of the African women's leadership report. Furthermore, the subprogramme will roll out the Index in the remaining countries that have not yet implemented the index.

15.165 This work will assist member States in their progress towards achieving Goal 5 on gender equality and the empowerment of women and girls. In addition, the work is expected to have positive impacts towards achievement, both direct and indirect, of a number of other Goals, including Goals 1, 2, 3, 4, 8, 10, 11, 13 and 16.

15.166 The subprogramme plans to support member States on issues related to COVID-19 by placing greater emphasis on resilience and focusing more on the impact of exogenous shocks in addition to existing and underlying risks and vulnerabilities faced by women and girls. This will be achieved by revisiting project objectives to ensure resilient outcomes in relation to COVID-19 and other external shocks.

15.167 The above-mentioned work is expected to result in:

- (a) Strengthened consideration of a gender perspective in the planning and implementation of national policies and programmes to ensure outcomes that address gender equality and women's empowerment;
- (b) Greater policy influence and impact to respond to the defined outcomes of global and regional commitments on gender equality and women's empowerment.

15.168 The planned support on issues related to COVID-19 is expected to result in:

- (a) Increased knowledge and strengthened capacities to design and develop policies that address the care economy as part of COVID-19 response and recovery;
- (b) Greater resilience of women and girls in facing intersecting challenges and inequalities, in particular by gaining access to opportunities, services and products through digital platforms.

## **Programme performance in 2020**

15.169 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 capacity of member States to report on the implementation of gender equality commitments**

15.170 African countries have ratified various global and regional human treaties that commit them to promoting gender equality and pursue policies aimed at eliminating discrimination against women. They are committed to reporting on the measures that they have adopted to give effect to the provisions of these treaties. In the Africa regional



review meeting organized by ECA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and African Union Commission, member States reaffirmed their commitment to accelerating implementation of the Beijing Platform for Action aligned with the implementation of the 2030 Agenda and Agenda 2063. The subprogramme has strengthened the capacity of member States to use the African Gender and Development Index to report on their gender equality commitments, as part of their voluntary national reviews, universal periodic reviews, reports for the 25-year review of the implementation of the Beijing Declaration and Platform for Action and in national planning. The subprogramme aligned the Index with relevant Sustainable Development Goal indicators and with relevant human rights instruments and their provisions on gender equality and women's empowerment, replacing existing Index indicators where appropriate. It is envisaged that the use of the Index will assist member States in bringing out a gender perspective in their COVID-19 response and recovery efforts and enable policy actions that lessen the burden imposed on women and girls by the pandemic. The new proposed African Gender and Development Index indicators will encompass more health perspectives, along with other indicators related to the impacts of COVID-19 and other public health pandemics in the region.

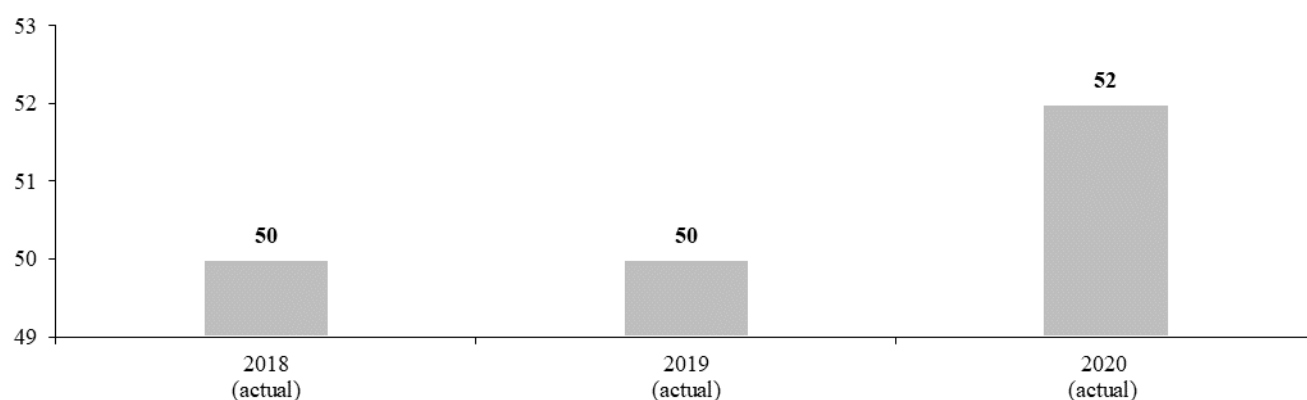
15.171 The subprogramme also provided technical support and consulted widely on the use of existing Sustainable Development Goal indicators and human rights instruments, in order to update the indices and methodology of the African Gender and Development Index and align it more closely with global frameworks, and ensure policy coherence and synergy with existing monitoring tools and instruments and streamlined reporting processes and procedures for member States. Furthermore, the subprogramme focused on significant challenges in the field of gender equality and the empowerment of women and girls for deeper analysis, and contextualized Sustainable Development Goal monitoring and reporting to regional priorities, to enrich the existing knowledge and evidence base provided by the Index. This includes providing support to Eswatini, Ethiopia, Mauritius, Namibia and Seychelles, to use the Index to monitor and report on their global and regional commitments on gender equality.

*Progress towards the attainment of the objective, and performance measure*

15.172 The above-mentioned work contributed to the objective, as demonstrated by 52 member States implementing the African Gender and Development Index to monitor and report on their regional and global gender equality commitments (see figure 15.XI).

Figure 15.XI

**Performance measure: total number of countries that have employed the African Gender and Development Index to monitor and review their commitments on gender equality (cumulative)**



**Impact of COVID-19 on subprogramme delivery**

15.173 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled a number of deliverables, including a workshop on strengthening the implementation of the national strategy to institutionalize gender mainstreaming in development in Mauritania and the provision of technical support to Botswana, the Democratic Republic of the Congo and Lesotho to mainstream a gender perspective into national policies and strategies. The subprogramme postponed a number of deliverables, including a regional workshop on harnessing the demographic dividend with a gender perspective. The subprogramme also contributed to the ECA publication “COVID-19 in Africa: protecting lives and economies”, by analysing the effects of the pandemic on women and girls. These changes had an impact on the programme performance in 2020, as specified under result 2 below.

15.174 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. Working in collaboration with the African Union Commission and UN-Women, the subprogramme hosted an online high-level meeting of ministers responsible for gender equality and women’s affairs to look at post-COVID-19 pandemic recovery policies with a gender perspective. The subprogramme collaborated with the NEPAD Unit at ECA to backstop the Department of Economic and Social Affairs in organizing a series of high-level African dialogues on COVID-19. The subprogramme modified deliverables, including revision of the technical note on the demographic dividend project to incorporate regional analysis on COVID-19.

**Planned results for 2022**

15.175 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: harnessing the demographic dividend in Africa with gender equality<sup>11</sup>****Programme performance in 2020**

15.176 The subprogramme has mainstreamed a gender perspective into the deliverables of all ECA subprogrammes, including substantive analysis and their policy recommendations. For example, the subprogramme provided support to subprogramme 5 to mainstream a gender perspective in its climate-resilient development policies programme and provided support to subprogramme 4 in analysing the facts and figures on women in politics and decision-making in Africa for the report *The World’s Women 2020: Trends and Statistics*. Furthermore, the subprogramme undertook a comprehensive analysis of the digital finance ecosystem, as part of the *African Women’s Report 2020*, to identify pathways to women’s economic empowerment across Africa.

15.177 The above-mentioned work contributed to three member States mainstreaming a gender perspective into sectoral policies, which met the planned target reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

15.178 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

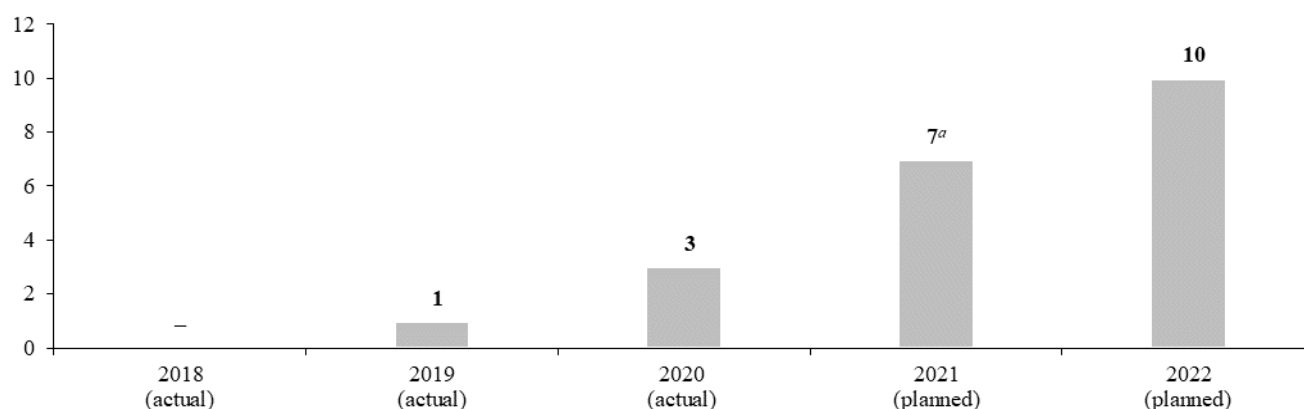
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<sup>11</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

subprogramme will develop an analytical report on ECA work in support of gender-sensitive sectoral policies and plans to convene a commission-wide gender forum at which divisions and subregional offices will showcase their work on gender equality and women's empowerment for feedback from member States. The expected progress is presented in the performance measure below (see figure 15.XII).

Figure 15.XII

**Performance measure: total number of countries adopting sector-specific policies that mainstream a gender perspective into sectoral policies (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries<sup>12</sup>**

### **Programme performance in 2020**

15.179 The subprogramme has undertaken background work on comparing costing models to assess the cost of achieving Sustainable Development Goal 5. The subprogramme also identified sectoral progress on and challenges towards achieving Goal 5 in selected countries through analysis and research undertaken as part of the African Gender and Development Index. These data will form the basis for the sectoral focus of the costing exercise. In performing this analysis and research, the subprogramme strengthened its strategic partnerships with a number of stakeholders, such as UN-Women and the Economic and Social Commission for Asia and the Pacific (ESCAP), which have developed their own methodologies for the costing of Sustainable Development Goal 5. These partnerships will support a more robust development financing perspective.

15.180 The above-mentioned work contributed to the implementation of the African Gender and Development Index in two member States to inform the choice of sectors to be included in the subsequent costing exercise, which did not meet the target of costing completed for one pilot country to support the scaling up of the costing model to extend across other sectors for Goal 5 reflected in the proposed programme budget for 2021. This is due to changes in programme implementation as a result of COVID-19, where the subprogramme addressed ad hoc, additional and evolving programme deliverables related to the COVID-19 response.

<sup>12</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

15.181 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 and the results of the costing will feed into the implementation of the African Gender and Development Index. With its analysis, the subprogramme will further contribute to the efforts by member States to ensure better financing of gender equality and strengthened planning and monitoring processes to enhance their performance in achieving gender equality. The expected progress is presented in the updated performance measure below (see table 15.17).

Table 15.17  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
African Gender and Development Index regional synthesis report, which identified gaps across economic, social and political blocs for 12 countries	African Gender and Development Index regional synthesis report and 25-year review of the implementation of the Beijing Declaration and Platform for Action, which identified priorities and challenges from 15 country analyses and 50 national reports respectively	African Gender and Development Index implemented in two member States to inform the choice of sectors to be included in the subsequent costing exercise	Costing completed for five countries to inform investments and resource allocation	Five countries identify gaps across economic, social and political blocs, and integrate costing measures into planning, monitoring and evaluation of gender equality programmes

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: enhanced capacity of member States to address gender equality in the economic and digital transformation of African countries

#### Proposed programme plan for 2022

15.182 Information and communications technology, in the form of digital technology, is key to stimulating a promising digital and information economy across Africa, creating the jobs of the future for the continent's growing youth population, engendering a critical mass of highly skilled and technically qualified personnel for the labour market and providing the tools needed to empower every African women and girl. Challenges persist, however, in the form of structural barriers to the empowerment of women and girls in harnessing the digital economy, so that they may participate in, and benefit from, inclusion in the development, use and adoption of digital technology initiatives across Africa. The COVID-19 pandemic has highlighted the essential role that digital technologies play in connecting individuals and communities, in providing access to services, including education, and in maintaining connectivity to global and local economies.

15.183 The subprogramme has undertaken various activities to address the growing gender digital divide and to narrow such gender gaps. It has developed a comprehensive report on the digital finance ecosystem, as part of the *African Women's*

*Report 2020*, which focused on digital finance as a pathway to women's economic empowerment. The report provided an assessment of the thematic barriers and challenges to women's economic empowerment within the context of the digital ecosystem, such as the regional disparities in digital skills. The subprogramme has also compiled indices on the status of gender equality and women's empowerment across more than 40 African countries, through the African Gender and Development Index and its related research and analysis. This provides a basis for assessing the status quo on both structural and sectoral benchmarks and targets for addressing women's economic empowerment.

#### *Lessons learned and planned change*

15.184 The lesson for the subprogramme was that it relied heavily on workshops, expert group meetings and its convening function, together with other face-to-face interactions, to deliver its programme effectively and reach its audience. With the advent of the COVID-19 pandemic and its related restrictions and precautions, the subprogramme was made keenly aware of the limited support that it could provide without physical engagement with member States. Furthermore, given the lack of broadband infrastructure across the continent, the use of online engagement did not offer an adequate alternative. In applying the lesson, the subprogramme will design its programme delivery in a more flexible manner, so that it can develop and disseminate its knowledge products in a more effective way, including through identifying options for the online delivery of programme elements. Programmatically, the subprogramme will identify ways to empower women through enabling technologies, in particular information and communications technology. It will also build on the digital initiatives of ECA to enhance the digital skills and the work of the Publications, Conference and Knowledge Management Division, namely on initiatives to enhance the digital skills of women and girls to close the gender digital divide.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.185 This work is expected to contribute to the objective, as demonstrated by five African countries revising policies and programmes designed to reduce the gender digital divide (see table 15.18).

Table 15.18  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Digital finance-related information and communications technology skills of women across Africa stood at 13.7 per cent and 25.6 per cent in North Africa, compared to a global average of 20.6 per cent	<ul style="list-style-type: none"> <li>African Gender and Development Index regional synthesis report and 25-year review of the implementation of the Beijing Declaration and Platform for Action, which identified priorities and challenges from 15 country</li> </ul>	<i>African Women's Report 2020</i> , which focused on digital finance as a pathway to women's economic empowerment, provided a comprehensive overview of the digital finance architecture	60 per cent of survey respondents, representing member States, have enhanced their knowledge on the gender digital divide	Five African countries revise policies and programmes designed to narrow the gender digital divide

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
	analyses and 50 national reports respectively			
	• 33 per cent of Internet users in Africa are women			

## Legislative mandates

15.186 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled “Women 2000: gender equality, development and peace for the twenty-first century”	70/176	Taking action against gender-related killing of women and girls
		74/126	Improvement of the situation of women and girls in rural areas
		74/127	Violence against women migrant workers
		74/134	The girl child
59/248	World Survey on the role of women in development	74/235	Women in development
		75/157	Women and girls and the response to the coronavirus disease (COVID-19)
65/187	Intensification of efforts to eliminate all forms of violence against women		Trafficking in women and girls
65/189	International Widows’ Day	75/158	Intensifying global efforts for the elimination of female genital mutilation
70/131	Convention on the Elimination of All Forms of Discrimination against Women	75/160	
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly		

### *Economic and Social Council resolutions*

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women	2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2003/44	Agreed conclusions of the Commission on the Status of Women on women’s participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women	2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
		2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women

### *Security Council resolutions*

1325 (2000)

### *Economic Commission for Africa resolutions*

915 (XLVII)	New continent-wide initiative on gender equality and women’s empowerment
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## Deliverables

15.187 Table 15.19 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 15.19

### Subprogramme 6: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation (number of documents)</b>	–	–	2	–
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	–	–	1	–
2. Issues paper on gender equality and the empowerment of women and girls theme for the Committee on Social Policy	–	–	1	–
<b>Substantive services for meetings (number of three-hour meetings)</b>	–	–	1	–
3. Biennial session of the Committee on Gender and Social Development	–	–	1	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	4	–	2	4
4. Project on gender mainstreaming in national plans, policies and programmes in countries that request technical advisory services with emphasis on women's economic empowerment	1	–	1	1
5. Project on the role of women in post-conflict and peacebuilding to strengthen the capacity of member States to ensure women's equitable participation in decision-making	1	–	–	–
6. Project on the demographic dividend with a gender perspective to enhance the capacity of member States to harness the demographic dividend and achieve gender equality	1	–	1	–
7. Project on managing the African Women Leadership Fund to strengthen the economic empowerment of women through the growth of African women fund managers	1	–	–	–
8. Project to support member States in using the subprogramme's measurement tools to report on their gender equality commitments	–	–	–	1
9. Project on assessing the cost of achieving Sustainable Development Goal 5	–	–	–	1
10. Project on enhancing the capacity of member States to address the gender digital divide and positively reimagine a gender perspective in the economic and digital transformation of African countries	–	–	–	1
<b>Seminars, workshops and training events (number of days)</b>	13	3	10	9
11. Workshop on the African women's report on the theme of digital finance as a pathway to women's economic empowerment to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	1	1	4	–
12. Workshop on the Women's Entrepreneurship Report to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	5	1	2	–
13. Training on the African Gender and Development Index to support the efforts of member States to address the priority areas of policy action	5	1	2	5
14. Seminar on the role of women in post-conflict and peacebuilding work to build the capacity among target member States to enhance the participation of women in decision-making	2	–	–	–
15. Workshop on the African women's leadership report to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	–	–	2	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
16. ECA-wide gender forum at which divisions and subregional offices showcase their work on gender equality and women's empowerment in support of member States	—	—	—	2
17. Workshop to review policies and programmes designed to narrow the gender digital divide	—	—	—	2
<b>Publications (number of publications)</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
18. African women's report based on the continent-wide initiative for gender equality and women's empowerment to mainstream a gender perspective into sectoral policies of selected line ministries	—	—	1	—
19. Women's Entrepreneurship Report on the theme of examining the linkages between education and productive entrepreneurship to strengthen the capacity of member States to boost the productivity of women entrepreneurs	1	1	—	—
20. African women's leadership report to assess the status of women in leadership positions	—	—	1	—
21. Analytical report on ECA work in support of gender-sensitive sectoral policies	—	—	—	1
<b>Technical materials (number of materials)</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
22. Operational manual on the integration of a gender perspective and demographic dividends into national planning, to enhance the capacity of member States to harness the demographic dividend through gender equality	1	1	—	—
23. Technical note on the gender and demographic dividend index to strengthen the technical capacity of target countries in their efforts to monitor progress and identify priority areas	1	1	—	—
24. Fact sheet entitled "Women in politics in Africa 2019" to raise awareness in the media and among civil society organizations and member States of the share of female parliamentarians and cabinet ministers in Africa	1	1	—	—
25. Policy research on gender issues and climate change in Africa for effective policy intervention	—	1	—	—
26. Policy brief on women's entrepreneurship in Africa to enhance the capacity of member States to introduce innovative strategies for boosting the productivity of women entrepreneurs	1	—	—	—
27. Technical notes on the African Gender Index and the African Gender and Development Index to support African countries in measuring the gap in the status of African men and women and to assess progress made by Governments in implementing policies aimed at promoting gender equality and the empowerment of women and girls	—	—	1	—
28. Policy research on gender equality and on women's empowerment and climate change in Africa for effective policy intervention	—	—	1	—
29. Policy research on gender equality and women's empowerment and the extractive industry in Africa to connect research with the governance of artisanal and small-scale mining sector	—	—	1	—
30. Policy briefs on gender equality in the economic and digital transformation of African countries	—	—	—	3

#### C. Substantive deliverables

**Consultation, advice and advocacy:** special event on International Women's Day (2022) and 16 days of activism and support for the preparatory ministerial meeting, attended by 15 participants from African countries, for the Commission on the Status of Women.

#### D. Communication deliverables

**Digital platforms and multimedia content:** maintained and expanded knowledge platforms for information-sharing and advocacy on gender equality and women's empowerment to deepen dialogue and policy options.

**External and media relations:** press releases on the subprogramme's website after the hosting and organization of each event and active use of the subprogramme's social media accounts.



## **Subprogramme 7**

### **Subregional activities for development**

## **Component 1**

### **Subregional activities in North Africa**

#### **Objective**

15.188 The objective, to which this component contributes, is to enhance the employment creation environment in North Africa through strengthened economic diversification and regional integration and a better recognition of migrant workers' qualifications and skills.

#### **Strategy**

15.189 To contribute to the objective, the component will develop macroeconomic models by using available macroeconomic data, rolling out the models and conducting simulations with ministries of finance, planning and central banks in partner countries. The component will also provide technical assistance through partnerships with statistical institutes, to strengthen countries' capacities to develop data analysis and models to quantify economic distortions and identify the public policy changes to be carried out. In addition, the component will conduct research on employment, addressing youth employment through so-called "industries without smokestacks" projects, in collaboration with the Brookings Institution, and will convene subregional workshops on best practices for job creation in North Africa, in collaboration with Oxford Economics. This work will assist member States in mitigating the impact of COVID-19 on employment and in achieving Sustainable Development Goals 4, 8 and 9.

15.190 The component will provide advisory services and hold subregional consultations to support member States in building their capacity and developing their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area, in partnership with ministries of trade, the African Union and the European Union. This work will contribute to the progress made by member States towards Goal 17.

15.191 The component will work to strengthen capacities in six African countries (Côte d'Ivoire, Mali, Morocco, Senegal, South Africa and Zimbabwe) to collect, analyse and disseminate migration-related data and enhance the recognition of skills and qualifications of African workers, to evaluate the negative impact of COVID-19 on remittances and to implement the migration-related targets of the Sustainable Development Goals and the Global Compact for Safe, Orderly and Regular Migration. The component plans to undertake an assessment of migrants' access to various services and to support member States in the implementation or improvement of migration-related policies in order to ensure the better integration of migrants so that they can contribute to economic development. This will be carried out in partnership with the Department for Economic and Social Affairs, the International Labour Organization (ILO), the International Organization for Migration (IOM) and the Office of the United Nations High Commissioner for Refugees (UNHCR). This work will assist member States in making progress towards Goals 3, 4, 8, 10, 16 and 17.

15.192 The component plans to support member States on issues related to COVID-19 by carrying out a detailed analysis of the structural challenges that labour markets face in North Africa in the aftermath of the COVID-19 pandemic, focusing on best

practices in employment creation. The subprogramme plans to develop a road map in support of member States dealing with the effects of COVID-19 in North Africa.

15.193 The above-mentioned work is expected to result in:

(a) Member States adopting evidence-based pro-employment macroeconomic policies and redirecting resource allocations towards sectors that have more economic potential in terms of productivity, competitiveness and employment and that stimulate job creation;

(b) Member States designing appropriate policies that foster regional integration, enhance productivity and create new jobs;

(c) Improved availability and use of migration statistics, and the greater recognition of skills across the continent.

15.194 The planned support on issues related to COVID-19 is expected to result in member States initiating projects to decrease the unemployment rate through learning from best practice in employment creation of another country.

### **Programme performance in 2020**

15.195 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 policy development by member States to facilitate recovery from COVID-19**

15.196 Many countries in the North Africa subregion were unprepared to handle a pandemic like that of the coronavirus. The consequences of the pandemic are expected to be catastrophic for millions of people in the subregion. In response to COVID-19 and to ad hoc requests from member countries, the component produced a report on the medium to long-term impact of the pandemic and suggested mitigation strategies for North Africa. The report presented a set of policy options to reduce the negative socioeconomic effects of COVID-19, examined critical sectors of economies that were affected and considered in particular the needs of people in vulnerable situations. The component also provided a separate analysis of the socioeconomic impact of the pandemic for the Government of Algeria, using the ECA macroeconomic model, notably by assessing the impact on GDP, employment, the budget deficit and the trade balance. It also prepared a report on Morocco which contributed to the development of the COVID-19 socioeconomic response plan developed by the United Nations country team.

15.197 The component further organized five online expert group meetings in relation to COVID-19 on the following issues: best practices in job creation in North Africa, which identified different job creation strategies to increase employment opportunities in North African countries in the context of post pandemic recovery; the potential of the African Continental Free Trade Area to mitigate the impact of COVID-19 on trade strategies in North Africa; the challenges of the post-COVID-19 pandemic era for North Africa, advocating the acceleration of crucial reforms to help the subregion to cope with and rebound from the pandemic; innovation and new technologies in North Africa in the context of COVID-19; and achieving the 2030 Agenda and 2063 Agenda in North Africa. Furthermore, the component organized a meeting on the \$100 billion initiative led by ECA to support Africa in facing the pandemic.

*Progress towards the attainment of the objective, and performance measure*

15.198 The above-mentioned work contributed to the objective, as demonstrated by two North African countries, Egypt and Morocco, adopting job creation strategies to increase employment opportunities in the context of post COVID-19 pandemic; two member States, Mauritania and the Sudan, adopting policies to limit the impact of the pandemic through the African Continental Free Trade Area and different trade strategies; and a further two member States, Algeria and Morocco, adopting policies to accelerate crucial reforms to help the subregion to cope with and rebound from the pandemic (see table 15.20).

Table 15.20  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
–	–	<ul style="list-style-type: none"> <li>• Two North African countries, Egypt and Morocco, adopt job creation strategies to increase employment opportunities in the post-COVID-19 pandemic era</li> <li>• Two member States, Mauritania and the Sudan, adopt policies to limit the impact of the pandemic through the African Continental Free Trade Area and other trade strategies</li> <li>• Two member States, Algeria and Morocco, adopt policies to accelerate crucial reforms to help the subregion to cope with and rebound from the pandemic</li> </ul>

**Impact of COVID-19 on component delivery**

15.199 Owing to the impact of COVID-19 during 2020, the component had to postpone the implementation of scoping and technical support missions to six countries and other planned activities. Those activities included the training of policymakers to design and implement suitable policies to reduce unemployment. The component also postponed major activities of the migration project, such as national and subregional workshops, country situational analysis, capacity-building and advisory services on migration data and statistical dashboards. It further had to postpone planned capacity-building on the localization of the Sustainable Development Goals in Mauritania and on the African Continental Free Trade Area in the Sudan. The component implemented a number of mitigation measures, such as promoting virtual meetings, including for the session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for North Africa, and conducted webinars wherever it was possible and useful to do so. The component postponed some activities that required the physical presence of stakeholders. These changes had an impact on the programme performance in 2020, as specified under result 1 below.

15.200 At the same time, however, the component identified new activities to support member States on issues related to COVID-19, within the overall scope of its

objective. New and modified activities included several country analyses and analytical contributions to the socioeconomic response plan of the United Nations country team in Morocco and the organization of virtual expert group meetings on the impact of COVID-19. The modified and new deliverables contributed to the results in 2020, as specified in the emerging result above.

## **Planned results for 2022**

15.201 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: strategies and policies for employment creation<sup>13</sup>**

#### **Programme performance in 2020**

15.202 The component has worked on the phenomenon of jobless growth in North Africa and analysed the challenges to structural transformation and job creation. Using data from the manufacturing sector, a methodology has been developed and applied to Morocco that showed that distortions in the manufacturing sector have a significant impact on total factor productivity. The component highlighted the need to tackle distortions, boost firms' growth and unleash their job creation capacity. Furthermore, the component supported Algeria, Egypt and Mauritania in strengthening their capacity in the area of building national macroeconomic models for forecasting and policy simulation.

15.203 The above-mentioned work contributed to the increased capacity of 40 government officials in macroeconomic modelling, which did not meet the target of 28 policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment reflected in the proposed programme budget for 2020. Owing to the impact of the COVID-19 on the economies of North African countries, the subprogramme reprogrammed its activities to build the capacity of government officials from member States to assess growth performance and make policy simulations to overcome the impact of the pandemic.

#### **Proposed programme plan for 2022**

15.204 The component 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 component's work will evolve in 2022 to include the following activities: an analysis of the services sector; an analysis of the dynamic impact of distortions on the trajectories of firms in terms of employment creation; the identification of distortions impeding firms' growth; and an analysis of mechanisms that prevent job creation for the skilled youth and human capital accumulation. The component intends to extend the analysis to the rest of the Moroccan economy, Tunisia and countries where data are available. The component will continue to support member States in rolling out their national macroeconomic models, forecasting growth and assessing the impact of different macroeconomic policies. The expected progress is presented in the updated performance measure below (see table 15.21).

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<sup>13</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 18\)](#)).

Table 15.21  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
–	–	Increased capacity of 40 government officials on macroeconomic modelling	56 policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment	Three countries (Algeria, Egypt and Mauritania) use the macroeconometric model developed for forecasting

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: North African countries adopt best practices for job creation<sup>14</sup>

### Programme performance in 2020

15.205 The component is oriented towards employment creation in North Africa to tackle the long-term deficiencies in the subregion. The component has produced a report on labour markets in North Africa, reviewing structural challenges and the impact of COVID-19 and setting out a road map for the post-pandemic period. The component prepared an analysis of active labour market policies in North Africa and identified several best practices on job creation in the subregion. The component also produced an analysis of the strengths and weaknesses of the subregion facing the challenges induced by the pandemic. This analysis led to policy recommendations to tackle the consequences of the pandemic and the challenges facing employment in the short to medium term. Furthermore, the component is conducting enterprise surveys to capture the effect of the pandemic on private firms (output, employment and investment) to provide policy recommendations for the recovery from the effects of COVID-19 on the economy.

15.206 The above-mentioned work contributed to the engagement of three North African countries in the development of suitable policies to reduce the negative impact of COVID-19 on employment, in particular on job creation, which met the planned target reflected in the programme budget for 2021.

### Proposed programme plan for 2022

15.207 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States' efforts to mitigate the impact of COVID-19 in the labour market by designing suitable employment policies, promoting their implementation and providing a platform for regional dialogue. The expected progress is presented in the performance measure below (see table 15.22).

<sup>14</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 15.22  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
–	North African countries gain interest in employment creation for sustainable development and become engaged in regional dialogue	Three North African countries (Egypt, Morocco and Tunisia) engaged in the development of suitable policies to reduce the negative impact of COVID-19 on employment	At least one country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme	An additional country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increased policy design capacity of North African countries to foster regional integration**

#### **Proposed programme plan for 2022**

15.208 Regional integration is a central process of Agenda 2063, which outlines the African development vision for the next four decades. Among the subregions of Africa, North Africa has the lowest degree of integration and regional integration has the potential to increase GDP by 3 per cent in North Africa. The component has supported member States in studying global value chains and formulating African Continental Free Trade Area national strategies in Algeria and Mauritania. The component has increased member States' knowledge of regional integration and its expected impact on the subregion.

#### *Lessons learned and planned change*

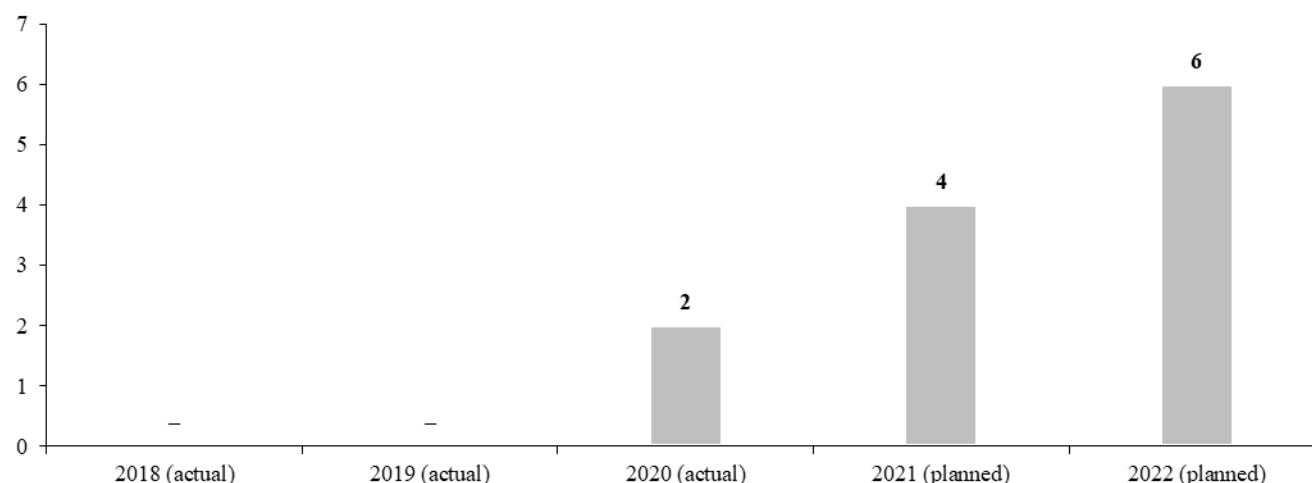
15.209 The lesson for the component was that, as expressed by member States, there is a need for a more detailed sectoral analysis of the opportunities for trade development and regional integration in North Africa. The component's previous work on trade facilitation and regional value chains has to be further developed in particular sectors, such as those of pharmaceuticals and finance. In applying the lesson, the component will develop a regional model that could take the form of an integrated productive fabric specialized in sectors such as pharmaceuticals, fishing industries and others.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.210 This work is expected to contribute to the objective, as demonstrated by six member States designing and implementing appropriate policies to foster regional integration (see figure 15.XIII).

Figure 15.XIII

**Performance measure: total number of member States that design appropriate policies to foster regional integration (cumulative)**



## Legislative mandates

15.211 The list below provides all mandates entrusted to the component.

### General Assembly resolutions

- [69/3](#) Priorities and vision articulated in Agenda 2063, the New Partnership for Africa's Development (NEPAD), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development

## Deliverables

15.212 Table 15.23 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 15.23

**Subprogramme 7, component 1: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Report to the Intergovernmental Committee of Experts for the Subregional Office for North Africa	1	1	1	1
2. Subregional profile on socioeconomic development in the member States	1	1	1	1
3. Regional and international agendas and other special initiatives in the member States	1	1	1	1
4. Annual report on the work of ECA in North Africa	1	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>1</b>	<b>11</b>	<b>11</b>
5. Session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for North Africa	11	1	11	11
<b>B. Generation and transfer of knowledge</b>				
<b>Technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>
6. Support for member States in the implementation of the Agreement Establishing the African Continental Free Trade Area	—	—	1	1
7. Employment project to build the capacity of senior policymakers from North African countries in strategy and policy formulation and implementation, to boost employment for young people and women	1	1	—	1
8. Building a database on migration in selected member States	—	—	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>12</b>	<b>6</b>	<b>4</b>	<b>2</b>
9. North Africa Development Forum (employment)	—	—	2	—
10. International colloquium on economic development in North Africa	4	—	—	—
11. Training for policymakers on pro-employment macroeconomic policies	8	—	—	—
12. Employment forum	—	—	2	—
13. Webinar on best practices in job creation in North Africa	—	1	—	—
14. Webinar on the potential of the African Continental Free Trade Area to mitigate the impact of COVID-19 on trade strategies in North Africa	—	1	—	—
15. Webinar on the challenges of the post-COVID pandemic 19 era in North Africa	—	1	—	—
16. Webinar on innovation and new technologies in North Africa in the context of COVID-19	—	1	—	—
17. Webinar on achieving the 2030 Agenda and Agenda 2063 in North Africa	—	1	—	—
18. Virtual meeting on the \$100 billion initiative to support Africa in facing the pandemic	—	1	—	—
19. Workshop on macroeconomic forecasts in North Africa	—	—	—	1
20. Subregional workshop to strengthen the capacities of member States to implement selected areas of the Global Compact related to data and skills recognition	—	—	—	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>
21. Publication on trade facilitation	—	1	—	—
22. Publication on employment	1	1	1	1
23. Publication on distortions, skill mismatch and employment of skilled workers in North Africa	—	—	—	1
24. Publication on impact of COVID-19 on firms in North Africa	—	—	—	1
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>4</b>	<b>3</b>	<b>1</b>
25. Policy paper to support decision makers on employment	1	1	—	1
26. Policy paper to support decision makers on institutional quality and structural transformation	—	—	1	—
27. Policy paper to support decision makers on climate risk management	1	—	—	—
28. Policy paper to support decision makers on improvement of the role of private sector in pursuit of the Sustainable Development Goals	1	—	—	—
29. Policy paper on migration	—	—	1	—
30. Policy paper on implementation of the Agreement Establishing the African Continental Free Trade Area	—	—	1	—
31. Report on impact and mitigation strategies in North Africa	—	1	—	—



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
32. Analysis of the socioeconomic impact of the pandemic on Algeria	–	1	–	–
33. Report on Morocco for the development of the COVID-19 socioeconomic response plan	–	1	–	–

### C. Substantive deliverables

**Consultations, advice and advocacy:** advisory services to four member States to develop national macroeconomic models; advisory services to two member States to build their national strategies on implementation of the Agreement Establishing the African Continental Free Trade Area; technical assistance to at least four member States to produce datasets on migration; technical assistance to four member States on implementation of the 2030 Agenda; advisory services to one member State on increasing productivity through a better allocation of resources within the economy.

### D. Communication deliverables

**Digital platforms and multimedia content:** maintained knowledge management website, three maintained platforms: customer relationship management, library, and communities of practice; wide electronic diffusion of publications to communities of practice.

**External and media relations:** press releases, newsletters, briefings, social media and other communication materials.

## Component 2 Subregional activities in West Africa

### Objective

15.213 The objective, to which this component contributes, is to advance inclusive development in West Africa through strengthening the countries' capacity to integrate demographic dynamics challenges in policies and planning processes and achieve regional integration.

### Strategy

15.214 To contribute to the objective, the component will promote cooperation with member States, regional entities, think tanks and other partners in the process of demographic dynamics for development. Henceforth, on the one hand, the planned activities will respond to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends and, on the other hand, the component will continue to build on the Commission's comparative advantage to undertake analysis and research on demographic issues (subprogramme 9), combined with its expertise in the macroeconomic area (subprogramme 1). In addition, the component will provide knowledge, tools and policies to remove impediments faced by member States to the acceleration of demographic transition and related implications for sustainable development. For this purpose, a wide range of issues, including family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender equality and the empowerment of women and girls, youth empowerment, peace and security, and others, are being addressed. In the same vein, the component will pursue its strategic partnership with the ECOWAS Commission to ensure that research recommendations are translated into regional policy. This work will support member States' efforts in achieving Sustainable Development Goals 4, 5, 8, 10, 16 and 17.

15.215 The component will make use of policy dialogues to serve as a platform for the dissemination of studies and exploration of opportunities for advocacy, best practices and experience-sharing between countries. The component will continue to work in partnership with the United Nations regional offices in West Africa, the

United Nations Office for West Africa and the Sahel (UNOWAS), the Liptako-Gourma Integrated Development Authority and the Ministerial Coordination Platform for the Sahel on strategies to translate into action the findings of its main studies. Regarding the planned activities in the area of the peace and security agenda, the component will emphasize interventions that privilege the coherence and synergy of actions among United Nations entities with a view to optimizing expected results.

15.216 The component will leverage momentum to deliver more comprehensive and analytical insight into the existing socioeconomic work on the subregional priorities. In relation to countries' COVID-19 socioeconomic response plans, the component will expand the provided support and advocate demographic-economic policies in partnership with national demographic dividend observatories and universities. In addition, it will put emphasis on initiatives for access to fresh financial resources in response to COVID-19 priorities.

15.217 The component will continue, also in view of the socioeconomic impacts of COVID-19, to provide advisory services and technical assistance to ECOWAS and the West African Economic and Monetary Union, intergovernmental organizations and member States in the design and implementation of subregional policies aligned with subregional priorities. More specifically, the component will consolidate its current support for efforts by the ECOWAS Commission to finalize its Vision 2050 and develop its related five-year Community strategic framework.

15.218 The above-mentioned work is expected to result in:

- (a) Mainstreaming of demographic dynamics in countries' public policy frameworks, including deeper regional economic and monetary integration through the ECOWAS Vision 2050;
- (b) Improved livelihoods of populations in the subregion;
- (c) Enhanced regional integration and successful implementation of the international agreed agendas, including the African Continental Free Trade Area.

## **Programme performance in 2020**

15.219 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 focus on the demographic dividend potential in West Africa**

15.220 To ensure the successful integration of demographic dynamics in development policies, the subprogramme developed macroeconomic tools, namely a population model and a budget framework sensitive to the demographic dividend, to support Governments in achieving national development goals and the Sustainable Development Goals. The component carried out research which showed that, in the ECOWAS subregion, there were many opportunities for the demographic dividend to be seized. The window of opportunity for the subregion will not close before 2100. The demographic dividend for the West African subregion was estimated at 0.30 per cent in 2019, representing a contribution of 30 per cent to the growth rate of real GDP per capita in the region.

15.221 The component worked with the Ministry of Finance of Mali, in partnership with the Regional Centre of Excellence in Generational Economics of the University of Thiès, in Senegal, and jointly organized a workshop on integrating the demographic dividend in the national budgeting framework, in February 2020 in Bamako. The workshop brought together the Directorate General of Budget; members of

Parliament, counterparts of the Ministry of Economy and Finance, and representatives of civil society. Furthermore, the component's actions and endeavours have contributed to leveraging its strategic partnership and in-depth involvement of the national demographic dividend observatory in Mali to support integration of the demographic dividend into the budget formulation processes.

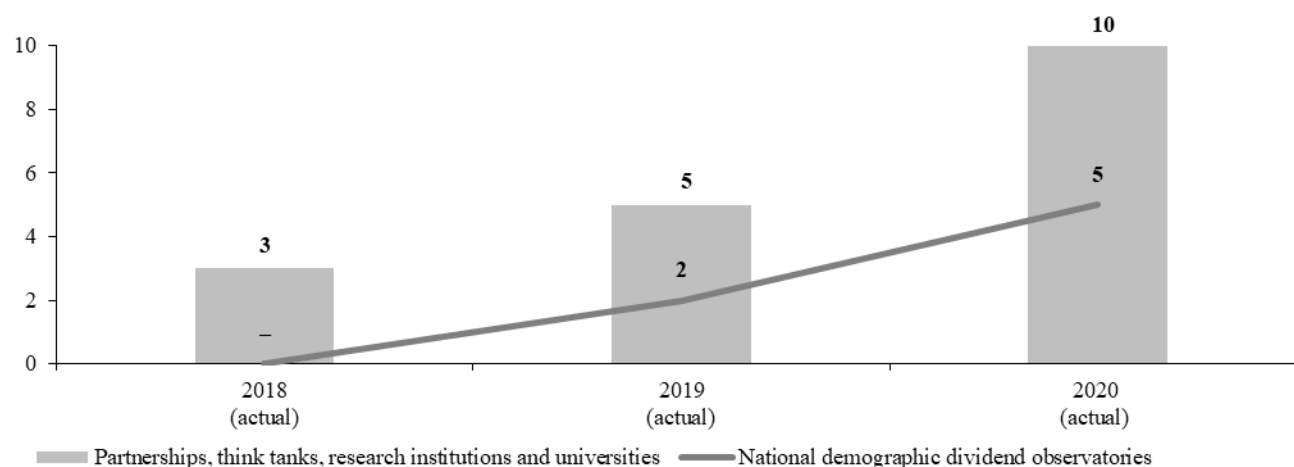
15.222 In the Niger, the component provided technical and financial assistance and helped to develop its gender and demographic dividend monitoring index. This support has strengthened the national capacity to produce gender and demographic dividend statistics and to integrate the twin dimensions – gender and the demographic dividend – into policies and programmes.

*Progress towards the attainment of the objective, and performance measure*

15.223 The above-mentioned work contributed to the objective, as demonstrated by the increase in the number of national demographic dividend observatories to five and the increase in the number of strategic partnerships with think tanks, research institutions and universities to 10 (see figure 15.XIV).

Figure 15.XIV

**Performance measure: total number of national demographic dividend observatories and partnerships including think tanks and research institutions (cumulative)**



**Impact of COVID-19 on component delivery**

15.224 Owing to the impact of COVID-19 during 2020, the component changed its approach of delivering meetings, workshops and had to delay the yearly servicing of intergovernmental and expert bodies. With regard to the institutional capacity of ECOWAS, the process of formulating and validating the medium-term strategic framework of the ECOWAS Vision 2050 with the key regional stakeholders was deferred to 2021. The component also modified its comprehensive support planned for countries and moved to virtual formats. Thus, emphasis has been put on online training, in particular in demographic dynamics tools and models which are being made available to member States, regional economic communities and intergovernmental organizations. These changes had an impact on the programme performance in 2020, as specified under result 2 below.

15.225 At the same time, however, the component identified additional activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The component was able to repurpose and reprioritize its work programme and supported countries in meeting their immediate needs related to COVID-19. For

example, it worked in partnership with the African Union Commission, the Generation Unlimited global partnership and the United Nations Children's Fund (UNICEF) to provide its expertise in demographic economics to feed into the youth consultation on the theme of building forward and building better with young Africans. In addition, it contributed to a study on the macroeconomic impact of COVID-19 in West Africa, which informed country-specific analyses of the socioeconomic impact of the pandemic and the response plans for eight member countries (Cabo Verde, Côte d'Ivoire, Ghana, Guinea, Guinea-Bissau, Niger, Senegal and Togo). In partnership with ECOWAS and the World Food Programme (WFP), the component also conducted a study on the socioeconomic impacts of COVID-19 in West Africa. In addition, a governance strategy for tracking COVID-19 funds was developed for Guinea, one of the five countries of focus, to support the country in the management of resources allocated to the COVID-19 response.

### **Planned results for 2022**

15.226 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: clean break with demographic trends in West Africa<sup>15</sup>**

##### **Programme performance in 2020**

15.227 The component has worked to make progress towards influencing public policies by building the capacities of national officials. Together with the African Union Office of the Youth Envoy, the African Union Commissioner for Youth and Generation Unlimited, it co-organized an online youth policy conversation, in which 3,849 young women and men participated. The outcome of that event informed the deliberations of the African Union Special Technical Committee on Youth, Culture and Sports. The component also trained 10 national officials at a hands-on workshop held in Mali on integrating the demographic dividend in the national budgeting framework and supported Liberia in implementing its road map on harnessing the demographic dividend by training 22 national experts in national transfer accounts methodology.

15.228 The above-mentioned work contributed to building the capacity of 62 national officials in demographic dynamics and strengthening their work to influence the formulation of public policy, which exceeded the planned target of 60 national officials reflected in the proposed programme budget for 2020.

##### **Proposed programme plan for 2022**

15.229 The component 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 component's work will evolve to include, in addition to capacity-building, an emphasis on the monitoring of budget allocations to the development dividend pillars of public budgeting frameworks at national and subregional levels. The expected progress is presented in the updated performance measure below (see table 15.24).

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<sup>15</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 18\)](#)).

Table 15.24  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
–	30 national officials trained in demographic dynamics and working to influence public policy formulation process	62 national officials trained in demographic dynamics and working to influence public policy formulation process	100 national officials trained in demographic dynamics and working to influence public policy formulation process	Three member States effectively use the public budgeting framework sensitive to the demographic dividend in their public budget allocation

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: consolidating 2020 achievements in supporting the ECOWAS Commission and translating recommendations into actions<sup>16</sup>

### Programme performance in 2020

15.230 The component has strengthened the strategic planning and public policy evaluation capacity in the ECOWAS Commission and its member States, with a view to achieving regional integration and increasing accountability. The component also supported the conceptualization of tools and a methodology for the inclusive consultation of ECOWAS populations and conducted an independent assessment of the Commission's Vision 2020. Furthermore, the component organized and worked in partnership with ECOWAS, other ECA subprogrammes, United Nations entities such as UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO), consulting firms and country and regional stakeholders in support of national and regional consultations and a retrospective diagnostic on the successful implementation of the Commission's Vision 2020 to capture the aspirations of the subregion's populations. The outcome of the structural analysis has informed the formulation of the ECOWAS Vision 2050.

15.231 The above-mentioned work contributed to a first draft of the Vision 2050 blueprint and its first medium-term implementation plan, which did not meet the target of adoption and launch of the ECOWAS Vision 2050, including the official launch of its single currency, reflected in the programme budget for 2021. The launch of the eco, the proposed single currency for members of ECOWAS, has been postponed, owing to the impact of the COVID-19 pandemic on convergence criteria in the ECOWAS subregion.

### Proposed programme plan for 2022

15.232 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will work to accelerate the operationalization of the ECOWAS Vision 2050 in line with expected progress in the area of regional integration. It will also support the revision of the road map for the introduction of the single currency for the subregion. The expected progress is presented in the performance measure below (see table 15.25).

<sup>16</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 15.25  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Evaluation of progress made against the 2014 road map for the ECOWAS single currency, proposal of scenarios and adoption of a new road map	Assessment of the ECOWAS Vision 2020 and formulation of the post-2020 vision, with the prioritization of accelerated implementation of the ECOWAS capacity development plan	First draft of the Vision 2050 blueprint and its first medium-term implementation plan	At least two West African countries operationalize the ECOWAS Vision 2050, including special emphasis on regional economic and monetary integration	At least two additional West African countries operationalize the ECOWAS 2050 Vision, including special emphasis on regional economic and monetary integration

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: strengthened national strategies for implementing the African Continental Free Trade Area

#### Proposed programme plan for 2022

15.233 The performance of regional economic communities in terms of their contribution to intra-African trade has varied while they are all facing common challenges, such as the inability to boost domestic production and economic diversification. Given the complexity of free trade area provisions, continued attention and support were provided to subregional initiatives, which included support for the development of national strategies to enable member States of the subregion to take full advantage of the African Continental Free Trade Area. The component also promoted the mainstreaming of a gender perspective and a youth focus in the formulation of policies and programmes related to the Area. Accordingly, those aspects have already been included in the validated national African Continental Free Trade Area strategies of six countries: Côte d'Ivoire, Guinea, Niger, Senegal, Sierra Leone and Togo. To date 11 out of 15 (73 per cent) West African countries have ratified the Agreement Establishing the African Continental Free Trade Area and three countries – Benin, Burkina Faso and Guinea-Bissau – are being supported in their work to review and finalize the development of their respective national African Continental Free Trade Area strategies.

#### *Lessons learned and planned change*

15.234 Learning from pandemics such as those of Ebola and COVID-19, the lesson for the component was that it needed to support member States with the development of an interministerial plan for trade, in order to focus in particular on cross-border trade, to ensure limited disruption of the flows of essential goods and persons in the event of partial or full border closures or disruptions. In applying the lesson, the component will support the formulation and implementation of integrated national industrialization and economic diversification policies. It will further prepare for adoption an integrated approach to facilitate the mainstreaming of trade perspectives in national development plans. Since trade in services is an ongoing aspect of the African Continental Free Trade Area negotiations, regional economic communities will continue to develop and implement regional African Continental Free Trade Area

strategies that address barriers to trade in services and harness the potential role of regional economic communities to better service trade integration. The component therefore also plans to provide continued advice for the harmonization of the liberalization agenda of the services sector.

*Expected progress towards the attainment of the objective, and performance measure*

15.235 This work is expected to contribute to the objective, as demonstrated by a growing number of countries in the ECOWAS subregion which have ratified the Agreement Establishing the African Continental Free Trade Area and validated their respective African Continental Free Trade Area national strategies and are implementing the appropriate strategies to derive maximum benefit from intraregional and continental trade (see table 15.26).

**Table 15.26**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
–	<ul style="list-style-type: none"> <li>• Agreement Establishing the African Continental Free Trade Area launched by the African Union on 7 July 2019 in Niamey</li> <li>• No ECOWAS member country ratified the Agreement</li> <li>• No national African Continental Free Trade Area strategies validated by countries</li> </ul>	<ul style="list-style-type: none"> <li>• 11 ECOWAS countries ratified the Agreement</li> <li>• 6 ECOWAS countries validated African Continental Free Trade Area national strategies (Côte d'Ivoire, Guinea, Senegal, Niger, Sierra Leone and Togo)</li> </ul>	<ul style="list-style-type: none"> <li>• 12 ECOWAS countries ratified the Agreement (cumulative)</li> <li>• 9 ECOWAS countries validated African Continental Free Trade Area national strategies (cumulative)</li> </ul>	<ul style="list-style-type: none"> <li>• 13 ECOWAS countries ratified the Agreement (cumulative)</li> <li>• 10 ECOWAS countries validated African Continental Free Trade Area national strategies (cumulative)</li> </ul>

## **Legislative mandates**

15.236 The list below provides all mandates entrusted to the component.

*Economic Commission for Africa resolutions*

830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa	909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
		931 (XLVIII)	Data revolution and statistical development

*Conference of the Parties to the United Nations Framework Convention on Climate Change decisions*

1/CP.21	Adoption of the Paris Agreement
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## Deliverables

15.237 Table 15.27 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 15.27

### Subprogramme 7, component 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa on implementation of the work of ECA in West Africa	1	1	1	1
2. Annual report on the implementation of agreed-upon regional and international development agendas and on the work of ECA in West Africa	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>8</b>	<b>16</b>	<b>16</b>
3. Annual sessions of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa	8	8	8	8
4. Annual meeting of the West Africa subregional coordination mechanism for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of effort and creating synergies among development stakeholders	—	—	8	8
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Projects on strengthening the institutional capacity of regional economic communities, intergovernmental organizations and countries to capitalize on demographic dynamics for development in West Africa	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
6. Workshop of think tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa	9	9	9	9
7. Training to strengthen member States' capacities in demographic dynamics for development	5	5	5	5
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
8. Publications on country and subregional profiles	3	3	2	2
9. Publications on the data revolution to support the monitoring of sustainable development in West Africa	—	—	—	—
10. Publication on economic and social structural transformation in West Africa	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
11. Policy briefs on sustainable economic and social transformation in West Africa	1	1	1	1
12. Technical materials on demographic dynamics for development	—	—	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to 15 member States, upon request, and advisory services on the monitoring and implementation of strategies, statistics development, regional integration, demographic dynamics for development and sustainable development in West Africa and making progress towards the Sustainable Development Goals.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> organization of the Intergovernmental Committee for Senior Officials and Experts with 150 high-level participants, launch of flagship reports and related publications.				



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>External and media relations:</b> press releases and provision of other communication materials to the media.				
<b>Digital platforms and multimedia content:</b> subregion-specific content for the ECA website, social media platforms such as Twitter and Facebook, the library, communities of practice.				

## Component 3

### Subregional activities in Central Africa

#### Objective

15.238 The objective, to which this component contributes, is to expand the manufacturing and high-value service sectors and increase the share of tradeable and manufactured goods in total exports; deepen regional value chains; and improve the competitiveness and productivity of local economies in order to accelerate economic diversification and structural transformation in Central Africa.

#### Strategy

15.239 To contribute to the objective, the component will support the operationalization and implementation of economic diversification strategies, visions and industrial plans, which were formulated in Chad, Cameroon, the Congo and Equatorial Guinea over the period 2018–2019. It will also support the formulation of similar policies in other Central African countries. The component will also advocate a conducive business climate in Central Africa, addressing binding constraints associated with access to finance, market information, quality infrastructure, availability and quality of skills, fiscal regime and legal and regulatory framework. The component plans to pursue its support for United Nations country teams and member States in Central Africa by training them in the use of the ECA integrated planning and reporting toolkit.

15.240 The component will collect and collate market access information and trade opportunity data and, through the provision of advisory services and technical assistance, support countries in translating their national African Continental Free Trade Area strategies into specific and bankable projects, programmes and reforms.

15.241 The component will also continue to provide support to the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC) in the harmonization of their trade instruments and the formulation of a consolidated industrial development and economic diversification master plan for Central Africa. Building on the Central Africa Consensual Transport Master Plan, the component will support the subregion in the transformation of transport corridors into development corridors through the GIS-enabled spatial planning and hot spot analysis tool.

15.242 The component will provide advisory services and technical assistance to member States for the purpose of upgrading their information and communications technology infrastructure and regulatory frameworks that are required for the digital transition, including support for the establishment of technology innovation centres in two selected countries, the development of e-commerce and the implementation of digital identity systems. This will benefit from collaboration with the ECA African Centre of Excellence on Digital Identity, Trade and Economy. Supporting member States in Central Africa to secure fiscal space for economic diversification will remain an area of focus, in particular following the position taken by Central African

ministers of finance and economy in October 2019 to focus the next three-year programme with the International Monetary Fund (IMF) not only on short-term measures to restore macroeconomic stability but equally on medium to long-term structural issues, such as economic diversification. To this effect, the component will provide technical assistance and advisory services to socialize the ECA macro model in Central Africa and train a critical mass of experts in relevant units in the administration of the member States. This will include dedicated courses provided through subprogramme 8, in close collaboration with the Debt Management Facility of the World Bank.

15.243 The component will also strengthen collaboration with private sector bodies, set quantitative targets for all factors that weaken productivity and competitiveness, and subsequently develop a reform agenda conducive to triggering the changes needed to reach these targets. This will be done in partnership with the private sector, subregional think tanks and regional economic communities at the regional level, in order to foster emulation, peer learning and progress. The overall work of the component will contribute to supporting member States in making progress towards the Sustainable Development Goals, more specifically Goals 8, 9 and 12, notably through the support of the emergence of regional value chains and intra Central-Africa trade, and the inclusion of pro-growth and pro-jobs policies in development strategies.

15.244 The component, in collaboration with United Nations country teams in Central Africa, plans to support member States on issues related to COVID-19 by providing analysis on the socioeconomic impact of the pandemic on their economies and by formulating policy measures aimed at strengthening the resilience of local economies to external shocks, including those caused by COVID-19 related trade and supply-side disruptions. The component will contribute to strengthening the capacity of the member States' health systems, protecting small and medium-sized enterprises, and supporting the agricultural and pharmaceutical sectors, in the framework of the call for building forward and building better.

15.245 The above-mentioned work is expected to result in:

- (a) Well designed and integrated economic diversification and industrial development master plans, leading to the emergence of regional value chains, an expansion of the manufacturing and high-value service sectors;
- (b) Better performing, well-integrated and functional industrial clusters, special economic zones and industrial plants and well-informed and evidence-based trade creation, thus contributing to the increase of the share of intra-Central Africa trade in the subregion's total trade;
- (c) Better understanding by member States and other stakeholders of the binding constraints on private sector development which can contribute to the design of better strategies and approaches to private sector development;
- (d) Extensive integration of the relevant economic diversification-related goals and targets of the 2030 Agenda and Agenda 2063 in national development strategies and plans, common country assessments and United Nations sustainable development cooperation frameworks, thereby bringing countries and United Nations country teams to place stronger emphasis on trade and economic diversification issues;
- (e) Increase in the number of projects that secure effective financing of industrialization and economic diversification for member States;
- (f) Raise in the level of the Central African productive integration index, reflecting the level of integration of local economies in regional value chains;

(g) Improved access by local firms to information and communications technology products, thus boosting their productivity;

(h) Assistance to member States in the subregion in securing fiscal space to finance their infrastructure needs and modernize their services, in turn improving the business environment and enhancing productivity and competitiveness;

(i) Strengthened role of the private sector in economic diversification in Central Africa and also their contribution to the identification of policy and market failures, including governance issues, non-conducive legal and regulatory frameworks, heavy administrative procedures and inadequate public service delivery, which are all factors currently hindering the productivity and competitiveness of the subregion's local economies, the lowest in Africa.

15.246 The planned support on issues related to COVID-19 is expected to result in better country response and recovery plans to the pandemic and building forward and building better.

### **Programme performance in 2020**

15.247 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Special economic zones and industrial clusters as the vehicle for structural transformation**

15.248 The share of manufactured goods in total exports of Central Africa is still low. Countries rely on the production and trade of commodities and raw materials with little beneficiation and value addition, exposing them to the vagaries of commodity price fluctuations, leading to booms and busts, macroeconomic instability and unsustainable economic growth. The component has contributed to putting economic diversification at the centre of development policy at the country and regional level, as a sustainable response to building strong, competitive and resilient economies in Central Africa.

15.249 With the direct support of the component and its advocacy, several countries in the region developed economic diversification strategies, readjusted their industrial development plans and incorporated structural transformation or economic diversification issues in their major policy and planning frameworks. For example, in Cameroon, economic structural transformation constitutes a pillar of the country's national development strategy for 2020–2030. The component supported the Government in adopting a more results-oriented approach to the implementation of the industrial development master plan by focusing investments in special economic zones and industrial clusters with the greatest and most immediate socioeconomic impact. To this effect, it helped the Government to identify the Kribi-Edea-Douala growth triangle as the plan's poster project. Moreover, and as part of the Kribi-Edea-Douala growth triangle, the component has supported the formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and strong pharmaceutical industry to position Cameroon as a competitive hub in the pharmaceutical production and supply chains in Central Africa. The component has also mobilized the Africa Finance Corporation to co-develop the country's special economic zones and industrial clusters.

#### *Progress towards the attainment of the objective, and performance measure*

15.250 The above-mentioned work contributed to the objective, as demonstrated by the adoption of the Kribi-Douala-Edea growth triangle as a pilot industrial

megacluster to expedite the implementation of the industrial master development plan, of the adoption by the Government of Cameroon of a results-oriented approach to the implementation of the Cameroon industrial development master plan and the formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and strong pharmaceutical industry for Cameroon (see table 15.28).

Table 15.28

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
—	—	<ul style="list-style-type: none"> <li>• Adoption of the Kribi-Douala-Edea growth triangle as a pilot industrial megacluster to expedite implementation of the industrial development master plan</li> <li>• Adoption by the Government of Cameroon of a results-oriented approach to the implementation of the country's industrial development master plan</li> <li>• Formulation and implementation of a short-term plan of action aimed at developing an integrated, well-structured and strong pharmaceutical industry for Cameroon</li> </ul>

**Impact of COVID-19 on component delivery**

15.251 Owing to the impact of COVID-19 during 2020, most if not all meetings, workshops and training events organized by the component were held online instead of face-to-face. These included the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa, held in November 2020 on the theme “Building skills for economic diversification in Central Africa”, ad hoc expert group meetings, and many consultations and advisory services. These changes had an impact on the programme performance in 2020, as specified under result 1 below.

15.252 At the same time, however the component identified and implemented activities to support member States in addressing issues related to COVID-19, within the overall scope of its objectives, namely contributions to reports on the socioeconomic impact of the COVID-19 pandemic on several Central African countries and on the subregion as a whole; and the articulation of the pathways to building resilient economies in Central Africa, in partnership with the United Nations country teams in Cameroon, the Congo and Gabon.

**Planned results for 2022**

15.253 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: increased economic diversification in Central Africa<sup>17</sup>****Programme performance in 2020**

15.254 In 2020, as a result of a persistent campaign for economic diversification anchored on resource-based and trade-induced industrialization, the component succeeded in placing the theme of economic diversification high on the agendas of Governments and regional economic communities in Central Africa for dealing with and building forward and building better from the COVID-19 pandemic. With the support of the component the CEMAC and ECCAS Commissions committed themselves to rigorously pursuing a consolidated subregional economic diversification and industrialization masterplan. Both regional economic communities have reflected this policy priority in tangible actions and instruments of some of their main institutions and statutory bodies. The component also contributed to the formulation of an economic diversification and industrialization masterplan for Chad and a development vision for the Congo (Vision Congo 2048). Both strategies were validated through a participatory and inclusive process.

15.255 Beyond strengthening the capacity of member States and regional economic communities to formulate economic diversification policies, in 2020, the component placed special importance to skills development as a major factor in accelerating the pace of industrialization and economic diversification in Central Africa. To this effect, the theme of the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa held in November 2020 was “Building skills for economic diversification in Central Africa”. The Committee officially declared the period 2021–2030 as the decade for economic diversification in Central Africa to foster a significant change in the structure of the economies of the subregion. This decade for economic diversification is linked to the 2020–2030 decade of action and delivery for sustainable development and the efforts towards fulfilment of Agenda 2063. Accordingly, reporting on the decade of economic diversification in Central Africa will constitute an input to the subregion’s reporting on the two agendas.

15.256 As part of the ad hoc United Nations task team set up in the Central African Republic, the component assisted the country to develop and execute a response plan to COVID-19, through an analysis of the socioeconomic impact of the pandemic and by incorporating regional and subregional dimensions into the outline. The component also provided an analysis of medium to long-term measures for strengthening the capacity of the country’s health system, the protection of small and medium-sized enterprises, and support for the agricultural sector. Meanwhile, together with UNDP, the component co-led the work of the United Nations country team in Cameroon on the socioeconomic impacts of the COVID-19 pandemic. Within this framework, the Subregional Office contributed to the formulation by Cameroon of a response plan to the pandemic through a study on the economic and social impact of COVID-19. The component also helped the formulation of the common country assessment and the United Nations sustainable development cooperation framework for Cameroon. The component leads pillar 1 of the framework, which is centred on the implementation of the national African Continental Free Trade Area strategy and industrial development plan.

15.257 The above-mentioned work contributed to the share of 2.1 per cent of intra-Central African trade in intra-African trade, which did not meet the planned target of 3 per cent reflected in the proposed programme budget for 2020, owing mainly to the disruptions caused by COVID-19.

<sup>17</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

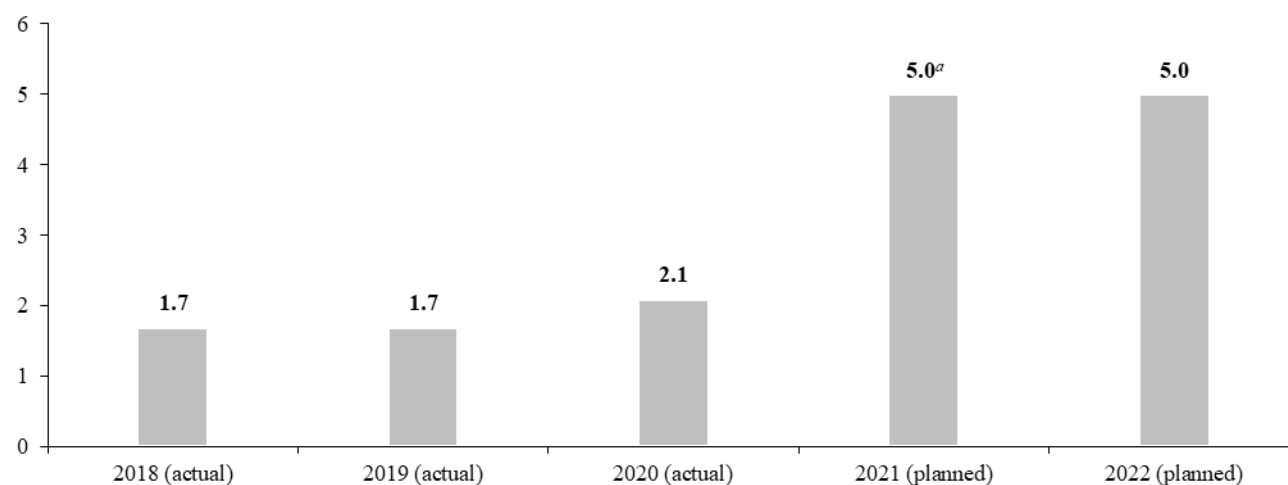
### Proposed programme plan for 2022

15.258 The component will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase its focus on the implementation of the consolidated subregional economic diversification and industrialization masterplan at the subregional level and similar frameworks at national levels in five member States. The expected progress is presented in the performance measure below (see figure 15.XV).

Figure 15.XV

#### Performance measure: share of intra-Central African trade in intra-African trade

(Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: switching from design to implementation of economic diversification strategies<sup>18</sup>

#### Programme performance in 2020

15.259 The component has assisted Cameroon in the formulation of its national African Continental Free Trade Area strategy. In addition, the component supported the deployment of a trade decision support model in Cameroon and trained senior industry, statistics and trade officials in use of the model, which supports the country in identifying products and market export opportunities to expand and diversify its export products and markets, within the context of the African Continental Free Trade Area. Furthermore, building on the recommendations of the thirty-fifth session of the Intergovernmental Committee of Senior Officials and Experts, which identified e-commerce as an opportunity to expand trade in modern services and implement the African Continental Free Trade Area in the subregion, the component published a study on the role of mobile technologies in enabling e-commerce in Central Africa, organized an online experts group meeting on that issue and a webinar on maximizing intra-African trade in the context of African Continental Free Trade Area and the role in that process of e-commerce and the private sector, both held in December 2020.

15.260 To assist Central African countries to translate the adopted African Continental Free Trade Area strategies into tangible actions to advance economic diversification

<sup>18</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

in Central Africa, the component initiated a GIS-enabled assessment of the growth potential along transport corridors in the subregion. The multivariate analysis and superimposition of socioeconomic and biophysical data has enabled the identification of several economic hotspots that can sustain economic diversification and sustainable development in Central Africa. It further supports better spatial planning, investment decision and the localization of industrial clusters and special economic zones, as well as arbitration between competing land-use options.

15.261 In addition, two project proposals on building capacity in natural capital accounting and mainstreaming the process in national accounts in Cameroon and Gabon were prepared and submitted to the Sustainable Development Goals Fund. The natural capital accounting project in Gabon has been funded and is being implemented. This is aimed at strengthening capacity in the natural capital accounting process and demonstrating how to use its outcomes to expand fiscal space through innovative financing tools such as green and blue bonds. The project will expand the options for financing economic diversification in the subregion, given the limited fiscal space and funding constraints as a result of the fall in commodity prices in 2014.

15.262 Moreover, the component has consistently engaged the United Nations country teams in the subregion to mainstream structural transformation, economic diversification, green growth and the operationalization of the African Continental Free Trade Area in the common country assessments, United Nations sustainable development cooperation frameworks and the overall work of the United Nations in Central Africa, as a means of building more resilient, job-creating and sustainable economies in the subregion. Achieving economic diversification and green growth is central to the repositioning of the work of the United Nations country teams in the Congo and Gabon. The inclusion of economic diversification-related issues in the work of the country teams in Central Africa will promote the cause of “Delivering as one” and expand the funding possibilities for this important campaign across the subregion.

15.263 To encourage local production and consumption, key factors for the achievement of economic diversification, deepen intra-Central Africa trade and increase economic linkages and multiplier effects, such as the expansion of small and medium-sized enterprises, job creation and others, the component launched its campaign on the “Made in Central Africa” label. Use of the “Made in Central Africa” label has been recognized by the CEMAC and ECCAS commissions, senior officials of trade ministries, industry associations, investment promotion authorities and chambers of commerce as a major industrial policy tool for maximizing the benefits for Central African countries of the African Continental Free Trade Area. Under the prevailing rules of origin of the African Continental Free Trade Area, the label would facilitate the expansion of local production and consumption of 379 products termed sensitive (7 per cent of tradable products) and 172 products considered excluded (3 per cent of tradable products), in respect of which the subregion will not compete with any other.

15.264 In addition, at its thirty-fifth session, the Intergovernmental Committee of Senior Officials and Experts of Central Africa, organized by the component, recommended the set-up of two innovation centres in the subregion in collaboration with the Office of Information and Communications Technology (OICT) under the United Nations Technology Innovation Labs initiative. As planned, with the support of the component the Governments of Equatorial Guinea and Gabon submitted requests to OICT for the establishment of innovation centres in their respective countries. Under the leadership of ECA, the component contributed to the launch of an artificial intelligence innovation centre in Brazzaville, aimed at fostering science, technology and innovation in the subregion.

15.265 The above-mentioned work contributed to the finalization and adoption of national African Continental Free Trade Area strategies by Cameroon and the Congo, which met the planned target reflected in the programme budget for 2021.

15.266 Furthermore, the above-mentioned work contributed to the submission of requests by Equatorial Guinea and Gabon for the establishment of innovation centres, which did not meet the planned target of the establishment of such centres as reflected in the programme budget for 2021. The centres could not yet be established as the United Nations Technology Innovation Labs initiative was paused, pending finalization of an assessment of the different innovation structures within the United Nations.

### Proposed programme plan for 2022

15.267 The component will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States in implementing their economic diversification strategies. The expected progress is presented in the performance measure below (see table 15.29).

Table 15.29  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>• Requests for assistance in the formulation of national economic diversification strategies</li> <li>• Formulation of the Subregional Office's theory of change and stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Six out of seven countries covered by the component ratified the Agreement Establishing the African Continental Free Trade Area</li> <li>• Finalization of national economic diversification strategy for Chad</li> <li>• Finalization of African Continental Free Trade Area strategies for Chad and Cameroon</li> <li>• Agreement signed by the Congo and Gabon to implement free roaming between the two countries</li> <li>• Capacity-building of 463 economic operators and representatives of public</li> </ul>	<ul style="list-style-type: none"> <li>• Finalization and adoption of national African Continental Free Trade Area strategies for Cameroon and the Congo</li> <li>• Submission of requests by Gabon and Equatorial Guinea for the establishment of innovation centres</li> <li>• Recognition of the "Made in Central Africa" label as a major industrial policy tool for maximizing the benefits of the African Continental Free Trade Area for Central African countries</li> </ul>	<ul style="list-style-type: none"> <li>• Central Africa equipped with a macro and trade model to secure fiscal space for economic diversification</li> <li>• High level of investment in the non-oil sector in Central Africa, made possible by bankable projects</li> </ul>	Central Africa equipped with bankable projects, innovative partnerships, initiatives and tools in support to economic diversification



2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
	administrations on the procedure for the approval of industrial products for the preferential tariff of Central Africa			

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: policy changes conducive to economic diversification in the context of building forward and building better from the socioeconomic impacts of the COVID-19 pandemic and the operationalization of the African Continental Free Trade Area**

#### **Proposed programme plan for 2022**

15.268 While there has been progress in the formulation and adoption of economic diversification strategies, their implementation is still constrained by many issues and challenges, such as access to adequate financing and governance and leadership issues. To address these, the business models in Central Africa require a review. To this effect, in line with the imperative call for action of the decade of action and delivery for sustainable development, the component launched the 2021–2030 Decade for Economic Diversification in Central Africa, to usher transformational change into the subregion, anchored on strong coalitions for change.

#### *Lessons learned and planned change*

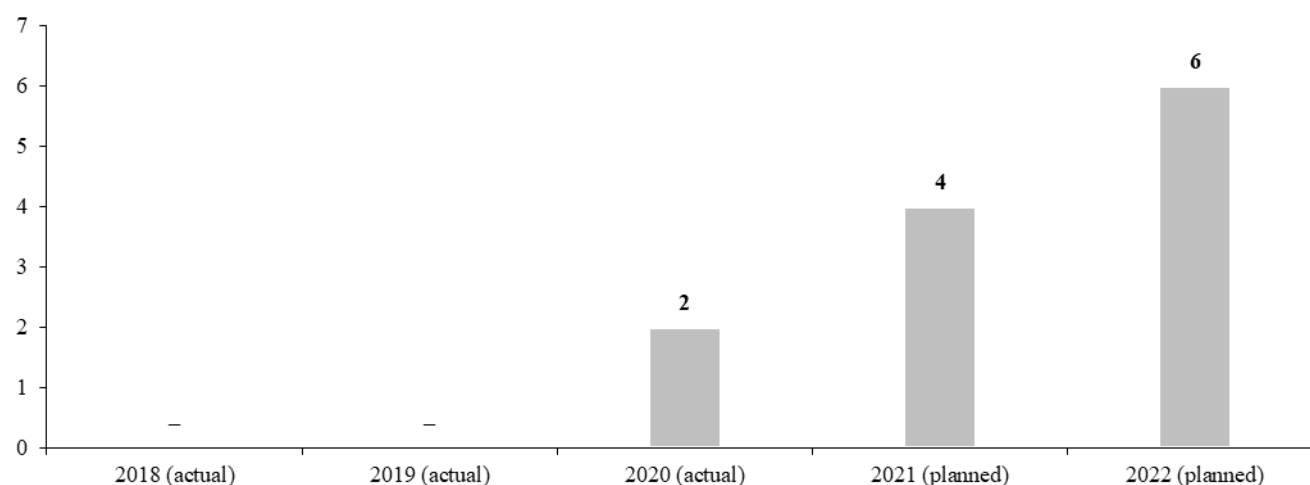
15.269 The lesson for the component was that greater development impact is achieved when there is policy alignment and coordination between the subregional office and substantial divisions at headquarters and between line ministries in government departments, and also between development partners, including United Nations country teams. This avoids duplication of efforts and maximizes the opportunities to realize economies of scale. In applying the lesson, the component will promote policy changes and move towards the inclusive and participatory implementation of economic diversification and industrial development plans and strategies, mobilizing both private and public sectors and other pertinent strategic partnerships in the implementation of well-conceived transformational projects and actions. The component will encourage better coordination and United Nations system-wide coherence in the delivery of support to member States and regional economic communities. It will invite partners to co-create and implement joint initiatives from the conceptualization stage, develop relevant theories of change and identify pathways towards harnessing economies of scale and increasing the impact of the coalition's interventions. Moreover, the component will continue to mainstream regional and transboundary issues in the work of the United Nations country teams across Central Africa and reinforce the place of structural transformation and economic diversification in United Nations sustainable development cooperation frameworks.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.270 This work is expected to contribute to the objective, as demonstrated by the number of policy changes adopted in pursuit of economic diversification and industrial development (see figure 15.XVI).

Figure 15.XVI

**Performance measure: total number of policy changes adopted towards economic diversification and industrial development (cumulative)**



## Deliverables

15.271 Table 15.30 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 15.30

**Subprogramme 7, component 3: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
1. Annual session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa	8	8	8	8
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>
2. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
3. Progress report on regional and international agendas and other special initiatives in the subregion	1	1	–	–
4. Report on the implementation of subregional initiatives in Central Africa	1	1	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Support programme for trade and economic integration	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>36</b>	<b>11</b>	<b>36</b>	<b>24</b>
6. Colloquium on economic diversification	1	1	–	–
7. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	10	5	12	–
8. Workshop on natural capital accounting	–	–	–	12
9. Training on trade and market access instruments	25	5	12	12

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
10. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	–	–	12	–
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>5</b>	<b>3</b>
11. Country profiles in the structural transformation, employment, production and society (STEPS) series	3	1	2	2
12. Background study on the theme for the 2021 session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa	1	1	1	1
13. Publication on enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	–	1	–	–
14. Non-recurrent publication on natural capital and rebasing economic wealth in Central Africa	–	1	1	–
15. Non-recurrent publication on Central Africa and the future of food: the case of regional value chains	–	–	1	–
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
16. Policy brief on emerging issue in Central Africa	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services and high-level policy dialogues with four member States on the implementation and monitoring of economic diversification and African Continental Free Trade Area strategies.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> dissemination of brochures and knowledge products, promoting and providing information through press briefings, media visits, newsletters and news releases on achievements on economic diversification and change leadership in the subregion.				
<b>Digital platforms and multimedia content:</b> maintained websites, digital platforms, and communities of practices on economic diversification, industrialization and the Sustainable Development Goals.				

## Component 4

### Subregional activities in East Africa

#### Objective

15.272 The objective, to which this component contributes, is to achieve deeper regional integration in East Africa, by advancing the operationalization of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism.

#### Strategy

15.273 To contribute to the objective, the component will build on work undertaken over the period 2019–2021 through providing African Continental Free Trade Area impact assessments for member States and regional economic communities, developing African Continental Free Trade Area national and regional strategies, identifying bottlenecks and also opportunities associated with stagnant levels of intraregional trade. The launch of trading under the Agreement Establishing the African Continental Free Trade Area on 1 January 2021 presents opportunities and challenges for member States to scale up their capacity to implement the Agreement.

15.274 The component will intensify support for the development of national African Continental Free Trade Area strategies and policy harmonization aided by knowledge production, technical support, policy dialogue and capacity-building for improved

policy and strategies pertaining to phases I, II and III of the African Continental Free Trade Area, focusing on such areas as trade in goods trade in services, digital trade, investment, movement of labour, trade and gender equality and women's empowerment, and competition issues to address the constraints.

15.275 External partnerships will be developed with the African Development Bank, Afrieximbank, national bodies responsible for investment and competition issues, the Northern Corridor Transit and Transport Coordination Authority, regional private sector bodies such as the East African Business Council, national private sector institutions and chambers of commerce and industry, policy think tanks, including the African Economic Research Consortium, the Economic Policy Research Centre, the Brookings Institution and TradeMark East Africa. This work will assist member States in making progress towards Goals 8, 9 and 17.

15.276 The component will convene regional capacity-building initiatives for member States, intergovernmental bodies and regional economic bodies with partners and investment promotion forums in the subregion, in line with the objectives of the protocol on investment to the Agreement Establishing the African Continental Free Trade Area, which is under development, and in collaboration with other subprogrammes, including subprogrammes 2 and 3, and possibly with UNCTAD.

15.277 The component will focus on improving the formulation of policies on the blue economy and promote economic diversification. Through the development and application of data collection and analytical tools, the component will thus assess the socioeconomic and environmental potential of aquatic and marine resources of member States. This will be done in collaboration with other divisions, including subprogrammes 4, 5 and 8, to measure the potential contribution of aquatic and marine resources to sustainable development in the region. The component will convene the second subregional forum to raise awareness on the ocean's economy, based on multisectoral approaches to fisheries, maritime transport, management of freshwater resources, tourism, deep-sea mining, and women's access to natural resources. This work will contribute to the progress of member States in achieving Goals 5, 6, 13, 14 and 17.

15.278 The component will further support the implementation of guidelines for urban tourism, in line with the recommendations set out in the African Tourism Strategy formulated by the African Union. The component will scale up its work on the production of high-quality tourism statistics in the subregion, through capacity-building for member States and regional economic communities. This work will be delivered in partnership with subprogrammes 4 and 9, the World Tourism Organization and the World Bank. The component will seek the development of tourism satellite accounts in two more countries in 2022 and will hold consultative and validation meetings with relevant tourism bodies and regional economic communities. Focus will be placed on the resilience of the tourism sector against external shocks such as COVID-19, through cultural tourism products that appeal to the local and regional tourism market and create sustainable employment opportunities for women and young people. This work will contribute to the progress of member States towards Goals 5, 8, 11 and 12.

15.279 The component plans to support member States on issues related to COVID-19 by focusing on integrating post-COVID-19 pandemic recovery in national development planning. This work will build on supporting efforts by member States to implement the recommendations from the socioeconomic impact assessments of the COVID-19 pandemic.

15.280 The above-mentioned work is expected to result in:

- (a) Higher levels of intraregional trade in goods and services;

- (b) Improved regulatory frameworks for investment, hence facilitating operationalization of the African Continental Free Trade Area;
- (c) Harmonization of investment regime and promotion strategies, making the region more competitive and attractive to intraregional investment;
- (d) Enhanced incorporation of blue economy policies and strategies into national development planning frameworks, as a means of promoting economic diversification and sustainable development;
- (e) Deeper regional integration through the sustainable management of transboundary water resources and the improved connectivity of land-linked countries;
- (f) Standardized methodologies for tourism data collection and analysis in the subregion;
- (g) Improved diversification of the tourism sector to cushion it from external shocks.

15.281 The planned support on issues related to COVID-19 is expected to result in increased diversification potential and economic resilience, with a view to building economies in the post-COVID-19 pandemic era through operationalization of the African Continental Free Trade Area.

### **Programme performance in 2020**

15.282 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Development of African Continental Free Trade Area strategies in response to the COVID-19 pandemic**

15.283 Following the outbreak of the COVID-19 pandemic in early 2020, the component assisted member States and regional economic communities to understand the impact of COVID-19 on their economies through several impact assessments and the development of African Continental Free Trade Area strategies to fast-track implementation of the Agreement establishing the Area as a vehicle for expanding socioeconomic opportunities and addressing the slowdown caused by COVID-19 disruptions.

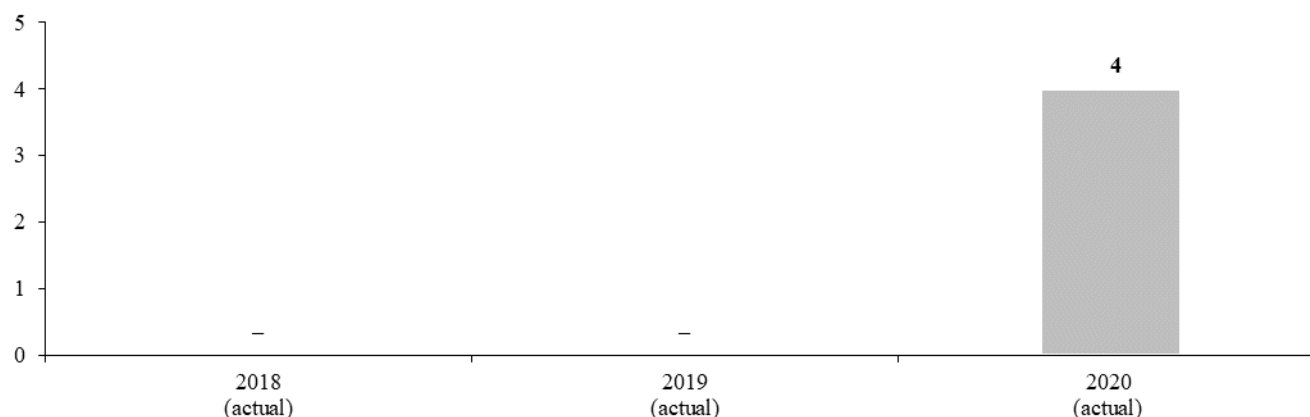
15.284 In response to requests from several member States in 2020, the component conducted COVID-19 impact assessments, including for Djibouti, Rwanda, Seychelles and Uganda, and also for the East African Community (EAC), the Intergovernmental Authority on Development (IGAD), the Indian Ocean Commission and the International Conference on the Great Lakes Region. The COVID-19 impact assessments identified far-reaching economic impacts on the affected member States and included policy advice for them. For instance, the economy of Seychelles contracted by 13 per cent, requiring a different approach involving economic diversification away from the tourism sector, such as the promotion of regional tourism and a focus on other sectors, such as fisheries, in support of economic recovery after the COVID-19 pandemic.

#### *Progress towards the attainment of the objective, and performance measure*

15.285 The above-mentioned work contributed to the objective, as demonstrated by four member States (Burundi, Comoros, Democratic Republic of the Congo and Rwanda) designing strategies for the African Continental Free Trade Area as a tool for recovery from the COVID-19 pandemic and a regional strategy for EAC in 2020 (see figure 15.XVII).

Figure 15.XVII

**Performance measure: total number of countries that designed strategies for the African Continental Free Trade Area as a tool for recovery from the COVID-19 pandemic (cumulative)**



### **Impact of COVID-19 on component delivery**

15.286 Owing to the impact of COVID-19 during 2020, the component cancelled physical meetings for the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts and data collection for the development of the African Continental Free Trade Area implementation strategies. Some activities were postponed as a consequence of government restrictions on travel owing to the COVID-19 pandemic, for instance, the dissemination and consultation work that was planned in form of seminars, workshops and training events organized in connection with the joint ECA-TradeMark East Africa report. The component modified its approach and adopted online data collection methods for its think-tank functions; and used online platforms to convene the planned twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts and the ad hoc expert group meetings on the blue economy and tourism. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

15.287 At the same time, however, the component identified additional activities to support member States on issues related to COVID-19, within the overall scope of its objectives. It intensified its technical support to member States, regional economic communities and intergovernmental organizations on the conduct of socioeconomic assessments of the impact of the pandemic on the East African subregion, and on the economies of Djibouti, Rwanda, Seychelles, Uganda, the Great Lakes region in general, and the member States of EAC and IGAD. Using high frequency data, the component paid special attention to the impact of the pandemic on regional trade, culminating in several joint publications with the Brookings Institution. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

15.288 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

# **Result 1: implementing the African Continental Free Trade Area: from vision to action in East Africa<sup>19</sup>**

## **Programme performance in 2020**

15.289 The component provided support for the harmonization of regional standards for trade in services through a subregional report in 2020 which elaborated the potential for services trade in the context of the African Continental Free Trade Area. Tourism, an important services sector, was hit worst by COVID-19 in 2020, hence the component held a policy dialogue as a special expert group meeting alongside the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts on strategies for tourism recovery in the subregion.

15.290 The above-mentioned work contributed to six countries having ratified the Agreement Establishing the African Continental Free Trade Area, which exceeded the planned target of five countries reflected in the proposed programme budget for 2020. In addition, six countries (Djibouti, Ethiopia, Kenya, Madagascar, Seychelles and United Republic of Tanzania) registered a positive service trade balance.

15.291 Owing to the impact of the COVID-19 pandemic on data collection and reporting processes, the 2020 actual data on the share of intraregional trade was not available at the time of publication. For that reason, the subprogramme is not able to report the related 2020 actual performance in the context of the proposed programme budget for 2022. The 2020 actual performance will be presented in the context of the proposed programme budget for 2023.

## **Proposed programme plan for 2022**

15.292 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will scale up technical support for phases II and III of the African Continental Free Trade Area negotiations on services, investment, and electronic commerce, and further support policy development for the same purposes in 2022. The expected progress is presented in the performance measure below (see table 15.31).

Table 15.31  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Three member States, regional economic communities and intergovernmental organizations designed or implemented subregional initiatives in the area of the blue economy, energy and tourism	Four policy and dialogue platforms organized in support of subregional development priorities such as regional integration and trade, the blue economy and tourism	<ul style="list-style-type: none"> <li>• Six countries (Djibouti, Ethiopia, Rwanda, Kenya, Somalia and Uganda) ratified the Agreement Establishing the African Continental Free Trade Area</li> <li>• Six countries (Djibouti, Ethiopia, Kenya, Madagascar, Seychelles and</li> </ul>	<ul style="list-style-type: none"> <li>• Seven countries in the subregion with a positive service trade balance</li> <li>• Eight ratifications of the Agreement Establishing the African Continental Free Trade Area</li> </ul>	<ul style="list-style-type: none"> <li>• Eight countries with a positive services trade balance</li> <li>• One subregional policy position paper for East Africa submitted on the Protocol on Trade in Services to the Agreement Establishing the African Continental Free Trade Area (on services,</li> </ul>

<sup>19</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		United Republic of Tanzania) registered a positive service trade balance		investment, digital commerce)

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: harnessing deeper regional integration in Africa<sup>20</sup>**

### **Programme performance in 2020**

15.293 In line with its regular workplan, the component produced several knowledge products with a view to supporting policy dialogue and a decision-making process leading to ratification of the Agreement Establishing the African Continental Free Trade Area by member States and improving trade as a means of addressing the economic slowdowns caused by the COVID-19 pandemic. These included the African Continental Free Trade Area impact study for East Africa, a report on trade in services, and a subregional profile report. These publications were discussed in different contexts, including at the twenty-fourth session of the Intergovernmental Committee of Senior Officials and Experts in 2020, during which implementation of the Agreement Establishing the African Continental Free Trade Area was prioritized as a smart strategy enabling countries to recover from the impact of COVID-19. To that end, the component intensified awareness-raising and advocacy work for the African Continental Free Trade Area through knowledge dissemination, in conjunction with such partners as TradeMark East Africa and the Brookings Institution, with a view to heightening awareness of the African Continental Free Trade Area.

15.294 The above-mentioned work contributed to the increase in ratifications of the African Continental Free Trade Area to six (Djibouti, Ethiopia, Kenya, Rwanda, Somalia and Uganda), which did not meet the planned target of seven member States reflected in the programme budget for 2021, owing to the impact of COVID-19 on government processes.

### **Proposed programme plan for 2022**

15.295 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will focus on advocacy, analysis and capacity and policy development in phases II and III of the African Continental Free Trade Area negotiations (on investment, intellectual property, services and digital trade), to elaborate the opportunities offered by the Area and to encourage countries to ratify the Agreement. The expected progress is presented in the performance measure below (see figure 15.XVIII).

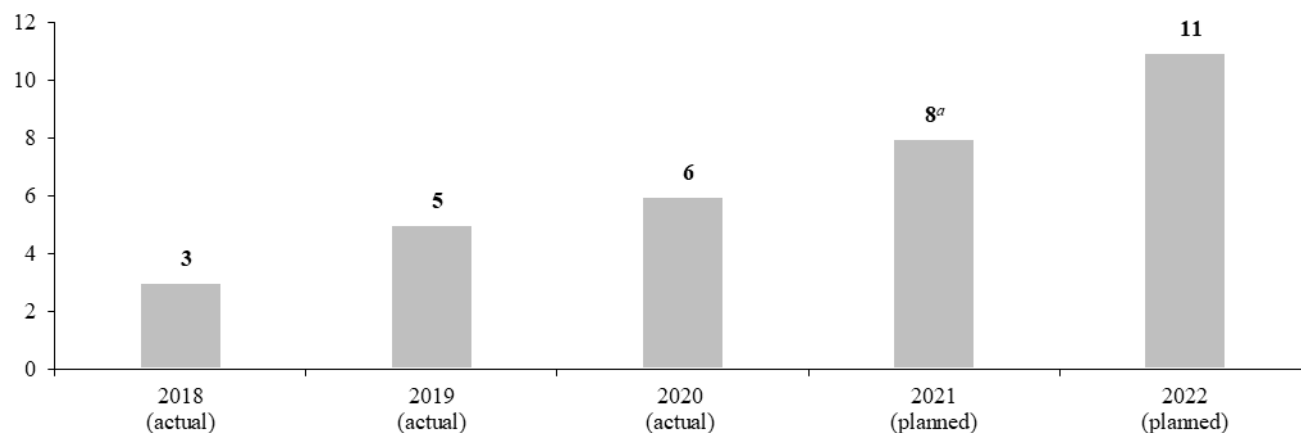
<sup>20</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



Figure 15.XVIII

**Performance measure: total number of ratifications of the Agreement Establishing the African Continental Free Trade Area (cumulative)**

(Number of countries)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: strengthened capacity of member States to harness the potential of the blue economy, including tourism within the African Continental Free Trade Area**

#### **Proposed programme plan for 2022**

15.296 The blue economy and tourism are economic sectors that attracted more attention and interest in 2020, owing to their potential and role in the recovery from the COVID-19 pandemic. While the tourism industry was one of the worst affected economic sectors, the blue economy provides hitherto untapped potentials for diversification.

15.297 The component supported knowledge generation in 2020 on blue economy satellite accounts for Seychelles, with a view to identifying diversification strategies that can be adopted to build forward better. The component also developed a blue economy valuation toolkit, that was piloted in three countries, Djibouti, Rwanda and Seychelles, to quantify the net contribution of the blue economy to sustainable development, GDP growth, job creation and environmental sustainability. Furthermore, with targeted technical assistance, the component complemented previous work on deep-sea mining, culminating in the development of a deep-sea mining road map for the continent.

#### *Lessons learned and planned change*

15.298 The lesson for the component was that member States needed more technical support in diversifying their blue economy activities to reduce their dependence on a few sectors and in applying the policy frameworks already developed in this area to create more economic opportunities to mitigate the impact of COVID-19. In applying the lesson, the component will strengthen strategic partnerships with United Nations country teams and external policy think tanks, to ensure that it provides agile technical support and ensures stronger programme sustainability and continuity. The component plans to support countries in the application of the frameworks and tools that were developed in 2020 and 2021 to identify projects with the potential to increase job opportunities and generally support socioeconomic recovery after the COVID-19 pandemic.

*Expected progress towards the attainment of the objective, and performance measure*

15.299 This work is expected to contribute to the objective, as demonstrated by the increase in subregional initiatives in the area of blue economy from three in 2018 to five by 2022, with a view to encouraging economic diversification among countries (see table 15.32).

Table 15.32

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Three member States, regional economic communities and intergovernmental organizations implemented subregional initiatives in the area of the blue economy, energy and tourism	Four policy and dialogue platforms on subregional development priorities, such as regional integration and trade, the blue economy and tourism	Nine policy frameworks and tools developed by member States on the blue economy  One country (Seychelles) finalized draft tourism satellite accounts (awaiting government approval)	Thirteen policy frameworks and tools developed by member States on the blue economy	At least two additional member States implement subregional initiatives in the area of the blue economy

**Legislative mandates**

15.300 The list below provides all mandates entrusted to the component.

*Economic and Social Council resolutions*

2011/43

Support to the Republic of South Sudan

**Deliverables**

15.301 Table 15.33 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 15.33

**Subprogramme 7, component 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Documentation for the Intergovernmental Committee of Experts and Senior Officials	2	2	2	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
2. Session of the Intergovernmental Committee of Experts and Senior Officials of the Subregional Office for East Africa	8	8	8	8

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>
3. Field and technical cooperation projects on trade in services and emergence of regional value chains	—	—	1	1
4. Project on urban tourism and the blue economy in East Africa	—	—	—	1
5. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>18</b>	<b>6</b>	<b>10</b>	<b>10</b>
6. Seminars and workshops on regional integration, trade and the African Continental Free Trade Area in East Africa	9	1	5	5
7. Workshops on trade, investment, competition, gender equality and women's empowerment and e-commerce in East Africa	—	—	—	1
8. Workshops on social cohesion and linkages between development, humanitarian affairs and peace	—	—	1	1
9. Workshops on blue economy policy experiences from East Africa	3	2	2	1
10. Workshops on tourism satellite accounts in East Africa	3	3	1	1
11. Training event on strategies to enhance the services trade in East Africa	3	—	1	1
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	<b>4</b>	<b>5</b>
12. Subregional profile	1	1	1	1
13. Publication on the regional integration and operationalization of the African Continental Free Trade Area in East Africa	1	1	1	1
14. Publication on social cohesion in the context of open regionalism	1	1	—	—
15. Publication on blue economy policy experiences from East Africa	1	1	1	1
16. Publication on tourism satellite accounts in East Africa	1	1	1	1
17. Publication on strategies to enhance the trade in services and investment in East Africa	1	1	—	1
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
18. Technical materials on priority socioeconomic development issues in East Africa	3	3	3	3
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> technical support and advisory services to three member States on implementation of the Agreement Establishing the African Continental Free Trade Area, inclusive growth and economic and social transformation through inter-agency coordination.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> quarterly booklets, pamphlets, fact sheets, wallcharts and information kits and videos to reach all 14 countries in the subregion.				
<b>External and media relations:</b> quarterly engagements with national and regional media outlets (written blogs and interviews targeting 14 countries); electronic briefs and press releases on major activities of the Subregional Office for East Africa, including regional updates to reach all 14 countries in the subregion.				
<b>Digital platforms and multimedia content:</b> monthly web-based information bulletins on global outreach by the Subregional Office for East Africa.				

## **Component 5**

### **Subregional activities in Southern Africa**

#### **Objective**

15.302 The objective, to which this component contributes, is to strengthen subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

#### **Strategy**

15.303 To contribute to the objective, the component will continue to promote cooperation and partnership with member States, regional economic communities, specifically the Southern African Development Community (SADC) and the Common Market for Eastern and Southern Africa (COMESA), and other intergovernmental organizations; the African Union; regional development financial institutions such as the African Development Bank; chambers of commerce and industry organized on private sector lines; associations of small and medium-sized enterprises and cross-border traders associations; civil society organizations; universities and research institutions; and United Nations agencies, including the United Nations Industrial Development Organization (UNIDO) and UNCTAD, in advancing regional and national industrialization priorities through the implementation of the SADC industrialization strategy and road map, 2015–2063, and the COMESA industrial policy, 2015–2030, and their alignment with, and support for, national industrialization policies. This work will assist member States in making progress towards the achievement of Sustainable Development Goal 9.

15.304 The component also plans to undertake policy research and analysis on industrialization, to provide technical assistance to member States, regional economic communities and intergovernmental organizations and to disseminate best practices at national and regional levels on industrialization in Southern Africa. In addition, the component will support SADC in the implementation of the new strategic vision for Southern Africa – Vision 2050 – and its 10-year strategic plan, the regional indicative strategic development plan, 2020–2030. This work will contribute to the progress of member States towards the achievement of Goal 9.

15.305 The component will continue to support and collaborate with regional entities and partners such as the SADC Business Council, the COMESA Business Council and the Southern Africa Trust in engaging the private sector, in particular micro, small and medium-sized enterprises, through initiatives such as the establishment and roll-out of a digital platform for such enterprises in Southern Africa, on which those enterprises and their owners, other entrepreneurs and policymakers can exchange information to facilitate business development and to enhance productivity. It will also assist in creating institutional and learning support structures and tools to assist micro, small and medium-sized enterprises to harness innovative approaches to promote their competitiveness and growth of private sector development in the subregion. Furthermore, the component will support implementation of the multi-year collaborative programme on advancing industrialization in the COMESA subregion. The component also plans to provide continued support to member States on the African Continental Free Trade Area in facilitating national consultations and awareness-raising on the free trade area process, ratification of the Agreement Establishing the African Continental Free Trade Area and developing national strategies on the implementation of the Agreement, thereby contributing to the progress of member States towards attainment of Goals 1 and 10.

15.306 The component plans to support member States on issues related to COVID-19 by continuing to undertake analytical work on the impact of COVID-19 on the private sector, including micro, small and medium-sized enterprises, and on industrialization and trade in Southern Africa. The component will focus on building the capacities of governments and the private sector, enabling them to address the impact of the pandemic by rolling out initiatives aimed at supporting the recovery from COVID-19 pandemic and the resurgence of micro, small and medium-sized enterprises, and strengthening their resilience to future shocks.

15.307 The above-mentioned work is expected to result in:

(a) Implementation of the SADC industrialization strategy and road map and the COMESA industrial policy, which will include key initiatives on developing the digital platform for micro, small and medium-sized enterprises for Southern Africa to enhance information sharing and exchange among such enterprises, other entrepreneurs and policymakers; and the development of industrial clusters in selected member States as a pilot scheme, such as the common industrial park between Zambia and Zimbabwe, to promote investment and foster industrial development in the subregion;

(b) Creation of a harmonized and enabling policy environment at the subregional and national levels to anchor the promotion of self-sustained and balanced growth, diversification of the manufacturing base and an improvement in the competitiveness of the industrial sector with matured regional value chains of the various commodities and non-natural resources produced in Southern Africa;

(c) Deployment of innovative approaches by micro, small and medium-sized enterprises in Southern Africa, including digitalization to address their competitiveness, trade and industrial-related challenges.

15.308 The planned support on issues related to COVID-19 is expected to result in:

(a) Strengthened capacities of micro, small and medium-sized enterprises to leverage innovative approaches that address the impact of the pandemic, as a base upon which to build their resilience to shocks and address competitiveness challenges so that they become more effective enablers of trade and industrial development in Southern African;

(b) Governments and policymakers better supporting micro, small and medium-sized enterprises in the post-pandemic context.

## **Programme performance in 2020**

15.309 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 subregional cooperation and integration in Southern Africa**

15.310 At the extraordinary session, held in Luanda in 2012, under the theme “SADC strategic challenges, threats and opportunities in the long term: SADC Vision 2050”, the Heads of State and Government of the Southern African Development Community took the decision that, in the years to follow, a long-term vision should be formulated to indicate where the SADC region would want to be by 2050, by positioning itself in the context of emerging continental and global challenges, issues and opportunities.

15.311 In responding to a formal request by SADC in 2019 for assistance in carrying out this decision, the component provided technical support and field-level advisory services to the SADC secretariat throughout the entire visioning process, including

brain-storming sessions, providing substantive inputs to background documents, backstopping consultants and subject matter experts; and by supporting technical meetings and meetings of senior officials that galvanized stakeholders in building up the vision for the subregion. In its design, the vision was anchored on three interrelated pillars, namely, industrial development and market integration; infrastructure development in support of industrialization and regional integration; and social and human capital development in support of industrialization and broad regional integration. Importantly, formulation of the SADC Vision 2050 was underpinned by, and synchronized with, the SADC industrialization strategy and road map, 2015–2063, which is a long-term framework formulated to spur inclusive industrial development and sustainable economic growth in line with the objective of the component.

15.312 The component also provided technical support to the SADC secretariat in formulating the SADC regional indicative strategic development plan for the period 2020–2030, designed to operationalize the SADC Vision 2050, including by outlining key priority areas and actions aimed at strengthening subregional and national capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa.

*Progress towards the attainment of the objective, and performance measure*

15.313 The above-mentioned work contributed to the objective, as demonstrated by the cumulative number of seven subregional initiatives adopted by member States that promote subregional cooperation and integration in Southern Africa (see table 15.34).

Table 15.34

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Three subregional initiatives were approved by SADC:	Two additional subregional initiatives were approved by SADC:	Two additional subregional initiatives were approved by SADC:
(a) Mining sector skills audit framework	(a) SADC Protocol on Industry	(a) SADC Vision 2050
(b) Minerals beneficiation profile	(b) SADC Regional Mining Vision	(b) SADC regional indicative strategic development plan, 2020–2030
(c) SADC regional intellectual property rights framework		

**Impact of COVID-19 on component delivery**

15.314 Owing to the impact of COVID-19 during 2020, the component changed the mode of provision of advisory services to member States and regional economic communities and the convening of planned meetings, such as the annual session of the Intergovernmental Committee of Senior Officials and Experts of the component, the Forum on regional integration in Southern Africa, and ad hoc expert group meetings for reviewing planned publications on industrialization in Southern Africa and on regional integration in Southern Africa, which were delivered with reduced durations (hours and days) via videoconferencing platforms, instead of in the usual face-to-face format.

15.315 At the same time, however, the component identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely, undertaking analytical work on the economic and social impact of the COVID-19 pandemic by collaborating with the United Nations resident

coordinator offices and United Nations country teams in Botswana, Lesotho, Malawi, Mauritius, Zambia and Zimbabwe. The component also provided analytical support to SADC in producing publications. Furthermore, the component contributed to continent-wide analyses on the economic and social impact of COVID-19 on Africa.

## **Planned results for 2022**

15.316 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: accelerating industrialization in Southern Africa<sup>21</sup>**

#### **Programme performance in 2020**

15.317 The component has been assisting member States to accelerate the process of inclusive industrialization in Southern Africa, aimed at achieving a reduction in inequality and poverty. The component provided technical support to the Government of Eswatini in developing a national financing framework for micro, small and medium-sized enterprises. Furthermore, the component, through effective engagement with COMESA, supported the governments of Zambia and Zimbabwe in reaching agreement on an initiative to establish a common agro-industrial park between the two neighbouring countries, constituting an industrial cluster point that would promote and facilitate agro-processing activities and the development of agriculture value chains.

15.318 The above-mentioned work contributed to three member States embarking on initiatives aimed at promoting inclusive industrialization, namely, Eswatini, Zambia and Zimbabwe, which exceeded the planned target of two countries reflected in the proposed programme budget for 2020.

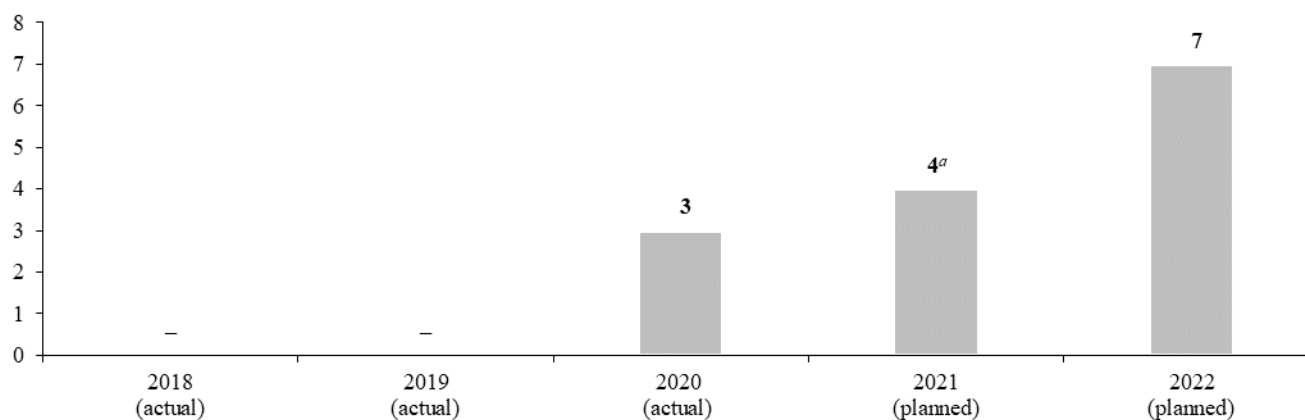
#### **Proposed programme plan for 2022**

15.319 The component 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 component's work will evolve to include supporting countries in incorporating key elements of not only the SADC industrialization strategy and road map, 2015–2063, but also of the COMESA industrial policy, 2015–2030, by strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa. The component will also continue to provide technical support to ongoing initiatives, such as the establishment of a common agro-industrial park between Zambia and Zimbabwe, to ensure that they are fully realized and scaled up. The expected progress is presented in the updated performance measure below (see figure 15.XIX).

<sup>21</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Figure 15.XIX

**Performance measure: total number of Southern African countries that incorporate key elements of the SADC industrialization strategy and road map (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: from policy to action: deepening industrialization in Southern Africa<sup>22</sup>**

### **Programme performance in 2020**

15.320 The component has been providing technical support and field-level advisory services and has engaged member States and other stakeholders, such as the private sector and civil society organizations, in the African Continental Free Trade Area process through its analytical work and convening of expert and statutory meetings.

15.321 The above-mentioned work contributed to four member States (Angola, Lesotho, Zambia and Zimbabwe) aligning their national frameworks with the SADC industrialization strategy and road map, which exceeded the planned target of two southern African countries reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

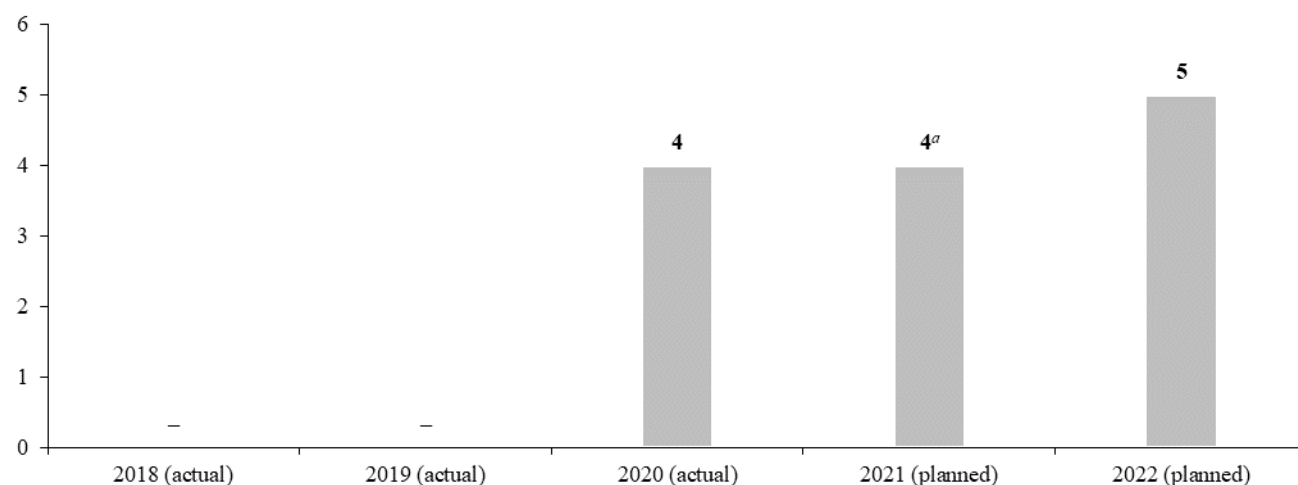
15.322 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will undertake analytical work; convene expert, statutory and policy dialogue meetings; provide technical support to member States and regional economic communities; and engage the private sector and other non-State entities in efforts to deepening inclusive industrialization in Southern Africa by facilitating the diversification of the manufacturing base and the development of agricultural and minerals value chains. The component will also continue to engage some member States in facilitating the ratification of the Agreement Establishing the African Continental Free Trade Area even before they develop a national African Continental Free Trade Area strategy and implementation plan, while other countries will need, first, to conduct impact studies and then to develop national strategies and implementation plans before they can ratify the Agreement. The expected progress is presented in the performance measure below (see figure 15.XX).

<sup>22</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



Figure 15.XX

**Performance measure: total number of southern African countries that develop or align the SADC industrialization strategy and road map in national frameworks (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: inclusive industrialization in Southern Africa through private sector development**

#### **Proposed programme plan for 2022**

15.323 The component has been providing support to member States and regional economic communities in Southern Africa, aimed at strengthening their capacities in the development of policies, strategies and programmes on inclusive industrialization. This work is anchored on the priorities of the subregion as espoused by subregional policy frameworks, including the SADC industrialization strategy and road map, 2015–2063; the SADC Regional Mining Vision; the SADC Protocol on Industry and the COMESA industrial policy, 2015–2030. More recently, the component's work has focused on assisting member States to harmonize and align their national industrial policies and strategies with these subregional frameworks. Furthermore, the component has provided support to member States in the subregion in moving towards ratification and implementation of the Agreement Establishing the African Continental Free Trade Area, a continental arrangement that seeks to create a continent-wide market and which will also stimulate industrial activity. Thus, in 2020, the Governments of Zambia and Zimbabwe developed their national African Continental Free Trade Area strategies and implementation plans, while Angola and Lesotho have ratified the Agreement.

#### *Lessons learned and planned change*

15.324 The lesson for the component was that the successful formulation and implementation of industrial policies are not always linear processes but often iterative, requiring several reviews to ensure coherence. In applying the lesson, the component will ensure flexibility in the manner in which technical support is provided to member States and regional economic communities. For instance, while policy harmonization is still in progress at the subregional level, it is also possible for policy alignment at the national level to begin. Accordingly, and to further deepen the inclusive industrialization agenda, in 2022 the component will focus on providing

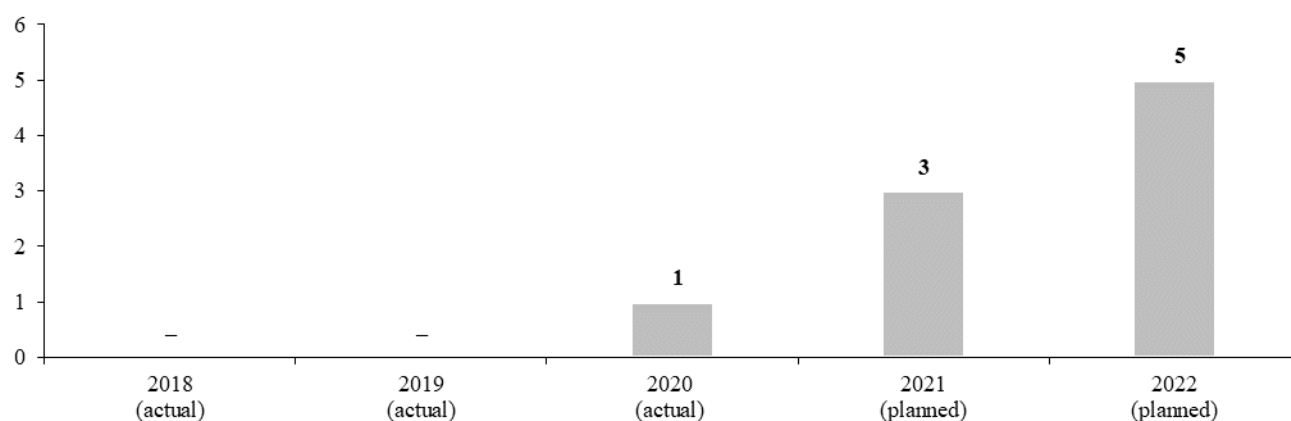
further support to member States to align their national policies with the subregional frameworks. The component will also seek to strengthen the capacities of member States and regional economic communities to promote the development of the private sector, in particular micro, small and medium-sized enterprises, and to facilitate their integration in the industrialization process of the subregion. This will include creating a harmonized and enabling policy environment at the subregional and national levels to anchor the promotion of self-sustained and balanced growth, diversification of the manufacturing base and an improvement in the competitiveness of the industrial sector with matured regional value chains of the various commodities and non-natural resources produced in Southern Africa.

*Expected progress towards the attainment of the objective, and performance measure*

15.325 This work is expected to contribute to the objective, as demonstrated by an increased number of member States that have developed initiatives aimed at promoting the integration of micro, small and medium-sized enterprises in the inclusive industrialization agenda (see figure 15.XXI).

Figure 15.XXI

**Performance measure: total number of member States that have developed initiatives aimed at promoting the integration of micro, small and medium-sized enterprises in the inclusive industrialization agenda (cumulative)**



## Legislative mandates

15.326 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

61/51 Cooperation between the United Nations and the Southern African Development Community

## Deliverables

15.327 Table 15.35 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 15.35

**Subprogramme 7, component 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>
1. Annual report on the work of ECA in Southern Africa	1	1	1	1
2. Report to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	1	1	1	1
3. Report on key economic and social developments and prospects for regional integration in Southern Africa	—	1	—	1
4. Progress report on regional and international agendas and other special initiatives in Southern Africa	—	1	—	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>6</b>	<b>8</b>	<b>8</b>
5. Annual session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	8	6	8	8
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
6. Field project on industrialization and regional integration in Southern Africa	1	1	1	1
7. Fellowship programme for young African economists on inclusive industrialization and regional integration	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>4</b>	<b>5</b>	<b>6</b>
8. Forum on regional integration in Southern Africa	3	2	3	2
9. Policy dialogue on economic and social development in Southern Africa	2	2	2	2
10. Training in inclusive industrialization and regional integration	—	—	—	2
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
11. Publication on regional integration in Southern Africa	1	1	1	1
12. Publication on industrialization in Southern Africa	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
13. Policy brief on industrialization and economic transformation in Southern Africa	1	1	1	1
14. Research paper on economic and social development	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services, including technical knowledge, upon request by member States, regional economic communities and intergovernmental organizations, on inclusive industrialization and regional integration, operationalization of the African Continental Free Trade Area, and support for the work of 11 United Nations country teams in Southern Africa (Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe).				
<b>Databases and other substantive digital materials:</b> database on economic and social statistics updated.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information material:</b> events and quarterly electronic newsletters for the dissemination of information on inclusive industrialization and regional integration.				
<b>Digital platforms and multimedia content:</b> web-based information, social media platforms, and communities of practice.				

## **Subprogramme 8**

### **Economic development and planning**

#### **Objective**

15.328 The objective, to which this subprogramme contributes, is to strengthen African countries' development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development.

#### **Strategy**

15.329 To contribute to the objective, the subprogramme will continue delivering face-to-face and online training based on enriched training content on sectoral, national and regional development, and medium to long-term planning to deal with the socioeconomic impact of the COVID-19 pandemic.

15.330 The subprogramme will also continue to promote peer learning and collaboration among African development planners through a community of practice and will provide wide access to its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers.

15.331 Furthermore, through cooperation with resident coordinator offices, different subprogrammes and components of the Commission and external partners (think tanks, academic institutions, the private sector and civil society), the subprogramme will continue to support countries' capacity to monitor and evaluate the implementation of the 2030 Agenda and Agenda 2063 using the integrated planning and reporting toolkit developed by the programme. In particular, this work will assist member States in making progress towards the achievement of Sustainable Development Goals 1, 5, 8 and 17.

15.332 The subprogramme will further continue delivering face-to-face and online training based on updated training content on economic and social policy formulation and management.

15.333 The subprogramme will foster knowledge generation, cross-fertilization and knowledge-sharing through research products and fellowship programmes, development seminars and high-level policy dialogues. Emphasis on mainstreaming a gender perspective and youth-related issues in all relevant public policies will continue in 2022 through the identification of relevant courses in which gender equality and youth-related content, such as entrepreneurship, employment, green economy in the context of sustainable development and poverty eradication, innovation and digital transformation, will be included. This work will further the progress of member States in achieving Goals 7 and 8.

15.334 The subprogramme will also, in collaboration with other subprogrammes, continue to offer face-to-face and online training to resident coordinator offices in selected priority areas, in support of their leadership efforts aimed at addressing the socioeconomic impact of COVID-19. The training will build on the programme's comparative advantages in such areas as trade and the African Continental Free Trade Area, macroeconomic modelling, the regional integration index and many others.

15.335 The subprogramme plans to support member States on issues related to COVID-19 oriented towards macroeconomic policies and development planning, with a view to building forward and building better and achieving resilient recovery.

15.336 The above-mentioned work is expected to result in:

(a) Development planners being better informed and equipped to effect inclusive and COVID-19-responsive development planning processes, in support of structural transformation;

(b) Officials and other stakeholders being capable of more effectively formulating, managing and influencing public policies;

(c) More inclusive approaches to the formulation of development policies by member States.

15.337 The planned support on issues related to COVID-19 is expected to result in the enhanced competence of professional planners and policymakers in mainstreaming the COVID-19 context in policy management and development planning, in order to strengthen the inclusiveness of economies and their resilience to shocks.

### **Programme performance in 2020**

15.338 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 institutional capacity relating to the Agreement Establishing the African Continental Free Trade Area**

15.339 The Agreement Establishing the African Continental Free Trade Area is a milestone in institutional progress towards integration on the continent. Thirty African countries have ratified the Agreement and the subprogramme built the capacity of policymakers and government officials, in addition to other stakeholders, with a view to promoting gradual ratification of the Agreement. The subprogramme held training measures for 813 beneficiaries, including dedicated courses on such topics as making the African Continental Free Trade Area work; the African Continental Free Trade Area for journalists; gender equality and women's empowerment and the African Continental Free Trade Area; webinars and research papers on such issues as the African Continental Free Trade Area in the context of COVID-19: macroeconomic and sectoral impacts; the African Continental Free Trade Area and the labour market; food security and labour mobility in the context of the African Continental Free Trade Area: the case of Senegal; and the impact of the African Continental Free Trade Area on trade flows: empirical evidence using the extended gravity model. Two working papers on the impact of COVID-19 were published jointly with the United Nations country team in Senegal and a paper on the issues of the African Continental Free Trade Area and the impact of COVID-19: macroeconomic and trade diversion versus trade creation assessment, prepared jointly with the International Food Policy Research Institute (IFPRI).

#### *Progress towards the attainment of the objective, and performance measure*

15.340 The above-mentioned work contributed to the objective, as demonstrated by the increased number of trainees in 2020, a period that coincides with the gradual ratification of the Agreement by the above-mentioned member States (see figure 15.XXII).

Figure 15.XXII

**Performance measure: number of trainees, disaggregated by sex, in African Continental Free Trade Area issues, attesting to a significant improvement in the inclusion of the Area in national development plans (annual)**



### Impact of COVID-19 on subprogramme delivery

15.341 Owing to the impact of COVID-19 during 2020, in particular the resulting travel restrictions, the subprogramme cancelled all in situ training activities, turning them into online activities and therefore increasing the number of participants, especially women. As a consequence, the subprogramme was unable to implement hands-on practice sessions for some important specialized courses such as data analysis and macro-modelling. The subprogramme reconfigured its training material in an e-learning format, to ensure continued capacity development support for member States.

15.342 At the same time, however, the subprogramme identified new activities to support member States in dealing with issues related to COVID-19, within the overall scope of its objectives, namely systematically mainstreaming issues related to COVID-19 into its training and research activities, to allow member States to rethink their respective macroeconomic planning for emergencies and beyond to build forward better. It organized webinars and produced research papers and policy briefs with a COVID-19 and post-COVID-19 approach.

### Planned results for 2022

15.343 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: strengthened capacity of member States to implement the 2030 Agenda for Sustainable Development and Agenda 2063<sup>23</sup>**

##### **Programme performance in 2020**

15.344 In response to the global COVID-19 pandemic, the subprogramme converted all the planned on-site activities to digital activities, reducing the number of visiting

<sup>23</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

fellows that it received. These adjustments significantly increased the number of participants in training activities. The subprogramme delivered 18 digital training events and trained the fifth cohort of the master's degree in industrial policies, jointly administered with the University of Johannesburg. Analytical research was conducted through two development seminars, nine webinars, two high-level policy dialogues and one research fellowship, in which 975 experts (553 women), from 47 African countries participated. Out of the 900 respondents to the annual survey conducted in 2020, 87 per cent indicated that they had used knowledge acquired from training at the African Institute for Economic Development and Planning in their professional activities. Most of them provided tangible examples of the knowledge acquired.

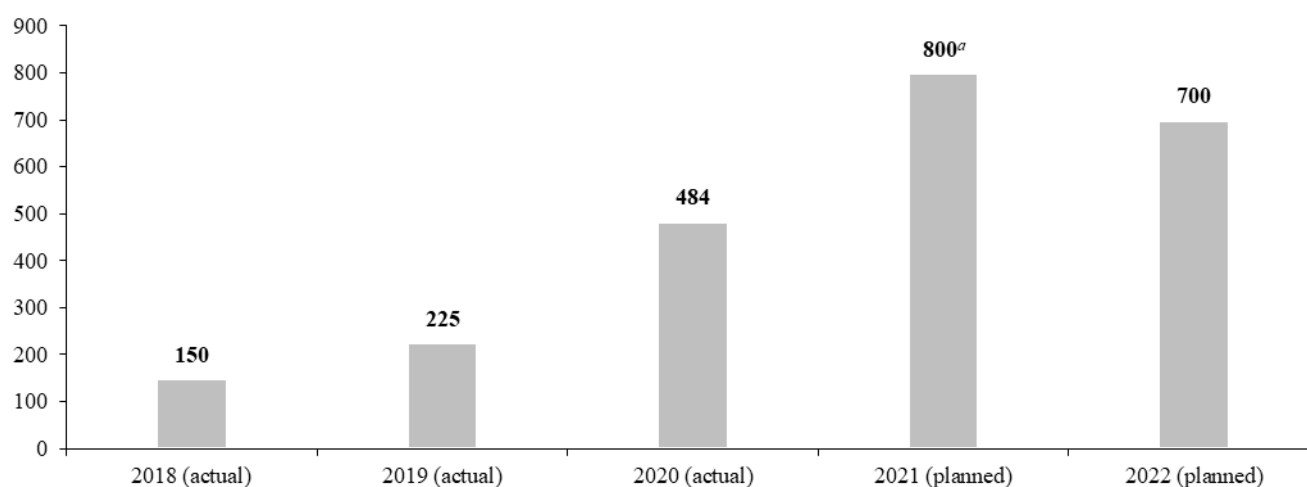
15.345 The above-mentioned work contributed to the strengthened capacity of 484 women, which exceeded the planned target of 300 female participants certified reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

15.346 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 improving public sector policy management and development planning in support of member States' structural transformation in line with the 2030 Agenda and Agenda 2063. The subprogramme plans to continue mainstreaming social investment and development in its training, research and knowledge delivery activities, geared towards the structural transformation of Africa. The subprogramme will increase the number of activities – courses, development seminars, workshops and research related products. It will promote the joint delivery principle with the different subprogrammes, with a particular emphasis on subprogrammes 6 and 9. The expected progress is presented in the performance measure below (see figure 15.XXIII).

Figure 15.XXIII

**Performance measure: number of female participants certified (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: improving public sector management and development planning<sup>24</sup>

### Programme performance in 2020

15.347 The subprogramme has been working on improving public sector management and development planning in support of member States' structural transformation. It continued to assist member States in the implementation of the 2030 Agenda and Agenda 2063 and adapted its activities to take into account the impact of the COVID-19 pandemic and support member States to plan forward better, in terms of debt management as a response to health emergencies and different economic shocks.

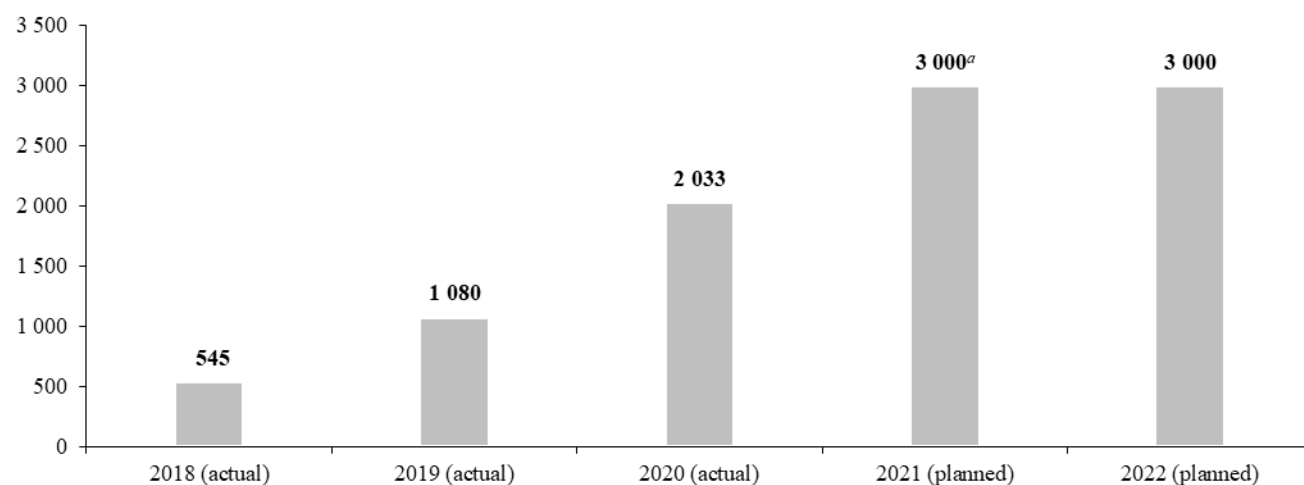
15.348 The above-mentioned work contributed to 2,033 trainees having acquired knowledge and skills through training at the African Institute for Economic Development and Planning in public policy formulation, which exceeded the planned target of 2,000 trainees reflected in the programme budget for 2021. In addition, 80 per cent of trainees attested that their knowledge and skills for effective public policies, policy influence, monitoring and evaluation had improved.

### Proposed programme plan for 2022

15.349 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 the strengthening of the institutional capacity in public policy formulation and economic planning through trainings, research and knowledge-sharing activities. The expected progress is presented in the performance measure below (see figure 15.XXIV).

Figure 15.XXIV

**Performance measure: number of trainees acquiring knowledge and skills through training at the Institute in public policy formulation (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>24</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



### **Result 3: enhanced capacity of professional planners and policymakers for more inclusive and resilient economies**

#### **Proposed programme plan for 2022**

15.350 COVID-19 has had a severe impact on economies and the well-being of people. It has revealed the fragility of the economic and social models of African countries, and also their vulnerability to various shocks. The subprogramme has conducted research work to take into account the impact of the pandemic in its training programmes and proposed areas of reflection to better address the economic and social challenges facing countries.

#### *Lessons learned and planned change*

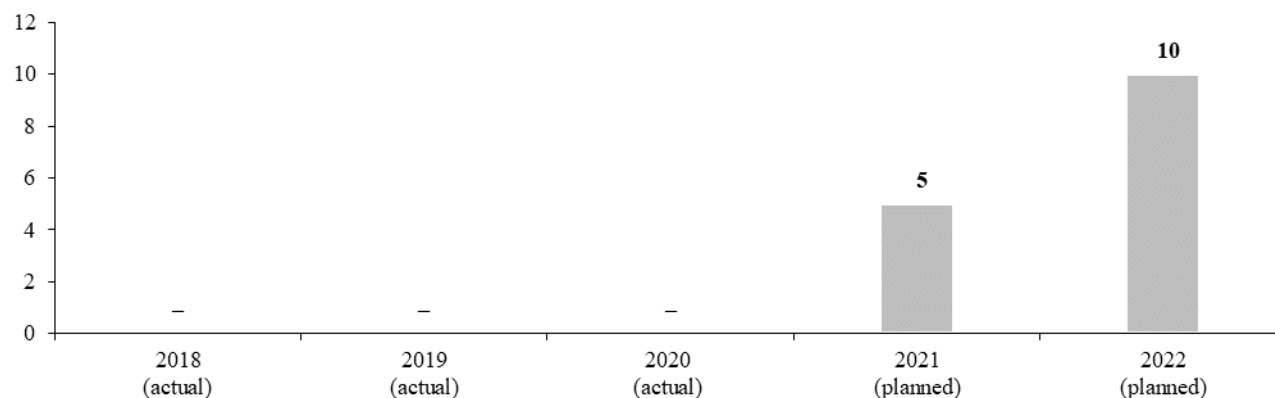
15.351 The lesson for the subprogramme stemming from the impact of COVID-19 on countries' planning processes was that it needed to integrate a risk management dimension in its capacity-building and research programmes relating to macroeconomic planning and sustainable development. This focus is in line with the imperative of building forward and building better and supporting inclusive and resilient recovery. In applying the lesson, and in response to the recommendations formulated by member States at the seventh session of the Africa Regional Forum on Sustainable Development, the fifty-third session of the Conference of African Ministers of Finance, Planning and Economic Development and the fifty-eighth session of the Governing Council of the African Institute for Economic Development and Planning, the subprogramme will strengthen consideration of the impact of COVID-19 on countries' national development planning and programming. The subprogramme will further adapt its training and research components to strengthen the ability of member States to manage various forms of risks and to absorb exogenous shocks, with the view to reducing their vulnerability to unforeseen crises.

#### *Expected progress towards the attainment of the objective, and performance measure*

15.352 This work is expected to contribute to the objective, as demonstrated by the number of policies developed by member States that contribute to building more inclusive and resilient economies (see figure 15.XXV).

Figure 15.XXV

**Performance measure: total number of policies developed by member States directed towards building more inclusive and resilient economies (cumulative)**



## Legislative mandates

15.353 The list below provides all mandates entrusted to the subprogramme.

### *Economic Commission for Africa resolutions*

58 (IV)	Establishment of the African Institute for Economic Development and Planning	908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa's structural transformation
858 (XLI)	Special Meeting of the Governing Council of the African Institute for Economic Development and Planning	956 (LI)	African Institute for Economic Development Planning

### *Economic and Social Council resolutions*

2011/13; 2018/22	African Institute for Economic Development and Planning
2013/2	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

## Deliverables

15.354 Table 15.36 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 15.36

### **Subprogramme 8: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>4</b>	<b>4</b>	<b>4</b>
2. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
3. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>4</b>	<b>4</b>	<b>4</b>
4. Meetings of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
5. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	4	2	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>66</b>	<b>32</b>	<b>60</b>	<b>53</b>
6. Project to design and deliver a portfolio of two-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	25	—	15	10
7. Project to design and deliver a portfolio of one-week on-site training courses on development planning and economic management to build the capacity of middle, senior and executive-level public officials from African countries	—	—	10	5

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
8. Project to design and deliver a portfolio of digital learning courses (in English and French) on development planning and economic management, including self-paced, instructor-led and blended courses or webinars to build the capacity of middle and senior-level public officials from African countries	40	30	30	35
9. Project to design and deliver master's degree programmes on industrial policy, development planning and natural resources governance to build the capacity of senior and executive-level public officials from African countries	1	1	1	1
10. Visiting research fellowships for policy researchers and African policy officials to undertake publishable work leading to policy recommendations on development planning and economic management	—	1	4	2
<b>Seminars, workshops and training events (number of days)</b>	<b>27</b>	<b>19</b>	<b>16</b>	<b>20</b>
11. Development seminars on various aspects of development planning and economic management to build the capacity of African senior policymakers through mutual learning and knowledge exchange	12	9	10	12
12. Curriculum development workshops gathering experts to develop new training courses addressing the deduced and expressed capacity development needs of member States	15	10	6	8
<b>Publications (number of publications)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
13. Publications on economic management and development planning	2	2	2	2
<b>Technical materials (number of materials)</b>	<b>45</b>	<b>20</b>	<b>45</b>	<b>34</b>
14. Studies and policy briefs on economic management and development planning	35	9	35	24
15. Knowledge materials on development planning and economic management for use in self-paced distance learning uploaded to classified knowledge repositories	10	11	10	10
<b>C. Substantive deliverables:</b>				
<b>Consultation, advice and advocacy:</b> advisory services to five member States and all six regional economic communities on economic management, development planning and capacity-building; field visits to explore practical applications of classroom learning in areas such as industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism in collaboration with concerned subprogrammes and the United Nations system.				
<b>Databases and substantive digital materials:</b> coordination of two communities of practice for African development planners.				
<b>D. Communication deliverables:</b>				
<b>Outreach programmes, special events and information materials:</b> high-level policy dialogues with 150 policy officials from 10 member States, 5 private sector representatives, and 5 subject-matter experts to debate various issues pertaining to African economic development and planning, with particular emphasis on those related to the 2030 Agenda.				
<b>External outreach and media relations:</b> information kit for the African Institute for Economic Development and Planning comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.				
<b>Library services:</b> books, journals and other library materials on economic management and development planning in French and English.				

## Subprogramme 9

### Poverty, inequality and social policy

#### Objective

15.355 The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality through member States' improved policies and strategies for social investments and productive urban job creation.

## Strategy

15.356 To contribute to the objective, the subprogramme will support national strategies on eradication of poverty and reduction of inequalities with a focus on social protection, population and development, migration and ageing. The work will provide options for the development and implementation of national policy on social investments which contribute to the reduction of poverty and vulnerability and the achievement of the 2030 Agenda. The subprogramme plans to strengthen the policy competence of member States and provide technical assistance, organize regional dialogue and foster learning on strategies that promote inclusion and equitable development in Africa. It will provide continued support to African member States in the implementation and appraisal of the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing, the Programme of Action of the International Conference on Population and Development and the Addis Ababa Declaration on Population and Development in Africa beyond 2014. To improve policy uptake, the subprogramme will engage with national policymakers and all stakeholders through the United Nations resident coordinator offices.

15.357 The subprogramme will continue to promote the policy prioritization of urban job creation through the development of urban strategies and investment frameworks for national development planning, in line with Sustainable Development Goal 11. The subprogramme will develop the knowledge of member States, provide technical assistance and facilitate regional policy learning and dialogue to advance planned and managed urbanization for accelerated structural transformation. In addition, technical assistance will be provided to strengthen member States' capacities to better measure and monitor urbanization dynamics. The work will be carried out largely in partnership with the African Union Commission, the United Nations Human Settlements Programme (UN-Habitat), the African Development Bank and the organization United Cities and Local Governments of Africa.

15.358 The above-mentioned work is expected to result in:

- (a) Enhanced research evidence on policy options for poverty eradication, social investments and protection of the economically vulnerable;
- (b) Strengthened capacities of member States to better tackle and respond to poverty, inequalities, migration and population and development;
- (c) Increased prioritization of productive urban job creation in national development planning, with a view to eradicating extreme poverty and reducing inequality;
- (d) Improved policy knowledge and evidence base on the impact of urbanization on addressing poverty and inequality;
- (e) Strengthened capacities of member States to measure and monitor urbanization dynamics.

15.359 The planned support on issues related to COVID-19 is expected to result in improved economic and financial recovery and resilience in African countries.

## Programme performance in 2020

15.360 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 national capacities for developing and implementing targeted social policies to respond to COVID-19**

15.361 In response to the increase in poverty and vulnerability due to COVID-19, the subprogramme generated new evidence on economically vulnerable proportions of the population and provided empirically grounded social policy options. The expected increase in poverty due to COVID-19 and the inadequacy of coverage through social policies demonstrate the importance of a review of poverty and vulnerability measurement techniques to propose design policy responses. The subprogramme contributed to making progress towards this goal by developing analytical tools on the measurement and monitoring of poverty and vulnerability and indicating how these relate to social investments and policy formulation. Upon the request by two member States, the subprogramme developed knowledge products on the potential of digital tools in enhancing secondary school quality and supported the recalibration of a national health strategy for the period 2019–2023 to mitigate the effects of COVID-19.

#### *Progress towards the attainment of the objective, and performance measure*

15.362 The above-mentioned work contributed to the objective, as demonstrated by two member States with strengthened national capacities for formulating inclusive, social policies for responding to COVID-19 (see table 15.37).

Table 15.37

#### **Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Five member States with strengthened capacity for monitoring of social investments (Chad, Kenya, Mauritania, Mozambique and Nigeria)	Five member States to formulate inclusive, social policies (Chad, Kenya, Mauritania, Mozambique and Nigeria)	Two member States (Ethiopia and Namibia) with strengthened national capacities for formulating inclusive, social policies for responding to COVID-19, through the production of policy tools for interactive engagement with national policymakers

#### **Impact of COVID-19 on subprogramme delivery**

15.363 Owing to the impact of COVID-19 during 2020, the subprogramme postponed some deliverables of two projects on social policy in Africa to enhance the capacities of policymakers in selected countries; the finalization of the report on international migration in Africa; the finalization of the report on the state of urbanization in Africa for evidence-based policymaking; the high-level policy dialogue on the linkages between security and development; the African Human Security Index report; and the policy brief on security and development in Africa. The subprogramme adopted an online approach for the delivery of the capacity-building workshops on social policy for policymakers in selected countries. In addition, workshops on urbanization and development to build the policy capacity of member States were delivered online and attended by 414 African policymakers and experts. These changes had an impact on the programme performance in 2020, as specified under result 1 below.

15.364 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 a webinar on the joint response to COVID-19 by China and Africa; a report on reducing poverty and vulnerability in Africa in the time of

COVID-19 and an accompanying global dialogue; an assessment of the poverty and employment effects of COVID-19 in Ethiopia and Namibia; assessment and monitoring of the potential of digital tools in enhancing secondary school quality in Ethiopia and combating the threat posed by COVID-19 on schooling; a webinar on COVID-19 and security in Africa as a side event during the African Peace and Security Annual Conference; a report and webinar on COVID-19 in African cities: impacts, responses and policy recommendations; and strengthening of knowledge and skills of the local governments of Accra, Yaoundé and Harare. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

15.365 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: international migration in Africa<sup>25</sup>**

#### **Programme performance in 2020**

15.366 The subprogramme has contributed to the overall objective of poverty eradication and reduction in inequality by focusing on intra-African migration, which represents over 70 per cent of total international migration. The subprogramme supported the collection and analysis of migration data and their use in policy formulation as an integral part of tackling inequality and the eradication of poverty. The subprogramme contributed to the regional review of the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda by providing improved data for monitoring progress on migratory flows and building the capacity of national statistical offices to generate and use migration data for policy formulation. The subprogramme supported the production of three national reports and a regional review report on the Global Compact.

15.367 The above-mentioned work contributed to the strengthened knowledge and adoption of policy products on African migration by three member States (Ethiopia, Morocco and Nigeria), which did not meet the target of five member States (Ethiopia, Mali, Morocco, Nigeria and Zimbabwe) reflected in the proposed programme budget for 2020. The two remaining national reports for Mali and Zimbabwe have been postponed, as has finalization of the regional report on migration.

#### **Proposed programme plan for 2022**

15.368 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 undertake capacity-building exercises in the generation of migration data and statistics for better integration of migration issues in national development plans, and also provide inputs to regular regional reviews of the Global Compact for Safe, Orderly and Regular Migration. The expected progress is presented in the performance measure below (see table 15.38).

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<sup>25</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 18)).

Table 15.38  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Subregional and regional consultations on the preparation of key knowledge products and advocacy materials on migration	Increased knowledge resulting from case study reports on migration for Cameroon, Ethiopia, Morocco, Senegal and South Africa	Strengthened knowledge and adoption of policy products developed on African migration among three member States (Ethiopia, Morocco and Nigeria)	Strengthened capacities, and development and increased knowledge on international migration by six member States (Côte d'Ivoire, Mali, Morocco, Senegal, South Africa and Zimbabwe), which deepens the existing analysis. In addition, five member States will be part of the component on digital identification of migrants in the Horn of Africa	Enhanced capacities to collect, analyse and disseminate migration data and statistics and to develop and integrate migration in national development plans in seven member States

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: adoption of urban frameworks for urban job creation in Africa<sup>26</sup>

### Programme performance in 2020

15.369 The subprogramme has strengthened the knowledge and skills of African policymakers in designing urban strategies for national development and industrial and regional integration plans, with a view to accelerating economic growth and job creation for poverty eradication and inequality reduction. The subprogramme also provided technical advisory services to member States to strategically integrate urban priorities in their national economic and development planning. Furthermore, the subprogramme strengthened the capacities of local governments to monitor the implementation of the Sustainable Development Goals through voluntary local reviews. As an example, the subprogramme supported the formulation of a national regional development framework as an input to the Ethiopian 10-year national development plan and assisted five local governments in formulating voluntary local reviews (Accra, Yaoundé, Harare, Victoria Falls, Zimbabwe, and Ngora district, Uganda).

15.370 The above-mentioned work contributed to strengthening the capacities of six national and local governments in the design, implementation and monitoring of urban strategies for national development planning and attainment of the Sustainable Development Goals, which met the planned target reflected in the programme budget for 2021.

<sup>26</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

15.371 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 generate knowledge, deliver training and technically backstop the formulation of strategies for well-planned, managed and job-rich urbanization that enables economic diversification. The expected progress is presented in the performance measure below (see table 15.39).

Table 15.39

#### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Countries formulate African priorities for the implementation of the New Urban Agenda, including job creation and economic transformation	Countries adopt African priorities for the implementation of the New Urban Agenda through the Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	Strengthened capacities of six national and local governments in the design, implementation and monitoring of urban strategies for national development planning and attainment of the Sustainable Development Goals	Formulation of an urban strategy and investment framework for national development planning	Strengthened capacities of five member States to design strategies for accelerated urban job creation in the context of national development planning

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: increased national capacities to design inclusive policies

#### Proposed programme plan for 2022

15.372 The socioeconomic impact of the COVID-19 pandemic has exacerbated poverty and vulnerability in Africa. The pandemic has stretched the capacity limits of member States, while providing opportunities to reflect on how social policies could be more appropriately designed and expanded to protect the poorest and populations in vulnerable situations.

#### *Lessons learned and planned change*

15.373 The lesson for the subprogramme was that it had made insufficient use of digital tools for delivering technical assistance to member States, which became apparent during the COVID-19 pandemic. In applying the lesson, the subprogramme will devise suitable digital tools and platforms to ensure effective delivery of its support to member States on the reduction of poverty and inequality, including through the development and use of an electronic platform for the sharing of information on managing risk and vulnerability. The subprogramme further plans to provide support to African Governments drawing on its work on strengthening national capacities to design and implement social protection policies for rapid recovery from the COVID-19 pandemic. It will scale up analytical tools and knowledge developed to improve poverty measurement and vulnerability identification.

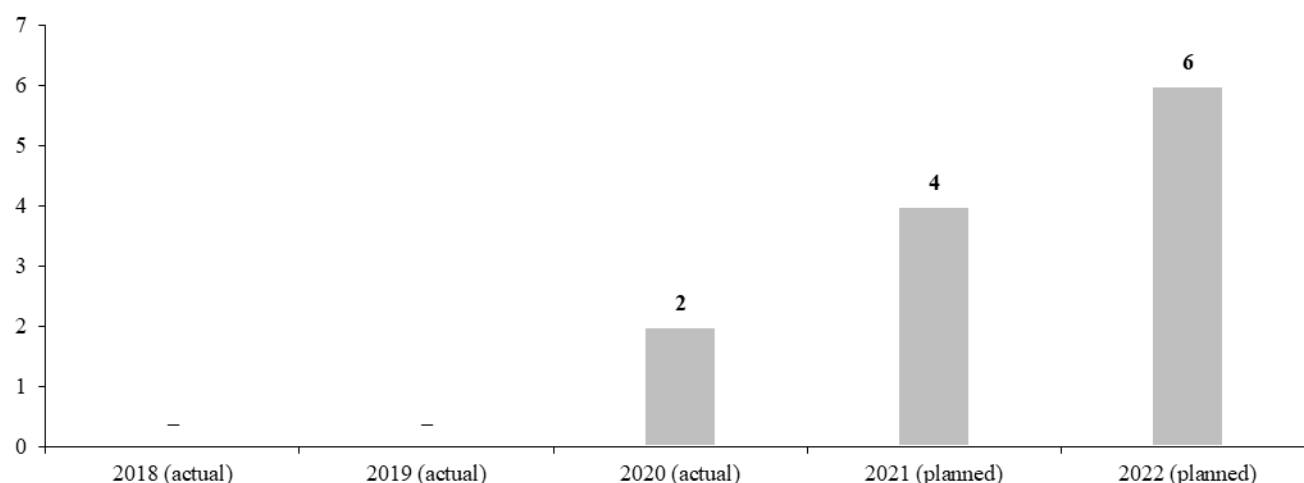


*Expected progress towards the attainment of the objective, and performance measure*

15.374 This work is expected to contribute to the objective, as demonstrated by six member States using policy and digital tools to design improved inclusive social policies for reducing risk and vulnerability (see figure 15.XXVI).

Figure 15.XXVI

**Performance measure: total number of member States that use tools to design inclusive social policies for reducing risk and vulnerability (cumulative)**



## Legislative mandates

15.375 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

65/234	Follow-up to the International Conference on Population and Development beyond 2014	72/146	Policies and programmes involving youth
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/256	New Urban Agenda;		
72/144	Follow-up to the Second World Assembly on Ageing		

### *Economic and Social Council resolutions*

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
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### *Economic Commission for Africa resolutions*

909 (XLVI)	Realizing and harnessing the demographic dividend in Africa	940 (XLIX)	International migration in Africa
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## Deliverables

15.376 Table 15.40 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 15.40

### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	1	–
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	–	–	1	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	4	–
2. Meetings of the Committee on Gender and Social Development on the work of the subprogramme	–	–	4	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	5	2	2	5
3. Projects on urbanization and development to build the capacity of national policymakers	2	2	1	2
4. Projects on social policy in Africa to enhance the capacities of policymakers in selected countries	2	–	1	2
5. Project to build the capacity of national policymakers in the context of synergy between the economic and social development programmes of Africa and its peace and security agenda	1	–	–	–
6. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	–	–	–	1
<b>Seminars, workshops and training events</b> (number of days)	10	8	12	14
7. Workshops on urbanization and development to build the policy capacity of member States	4	2	6	4
8. Workshop on peace and security in Africa in the context of the concept of “human security” in accordance with General Assembly resolution 66/290	–	–	–	1
9. Capacity-building workshops on social policy for policymakers and policy dialog in selected countries	5	5	6	8
10. High-level policy dialogue on synergy between the economic and social development programmes of Africa and its peace and security agenda	1	1	–	–
11. High-level political dialogue on the African human security index	–	–	–	1
<b>Publications</b> (number of publications)	4	1	4	5
12. African Social Development Report	–	–	1	–
13. Report on the state of urbanization in Africa for evidence-based policymaking	1	–	1	1
14. Report on strategies to reduce the poverty gap in Africa	1	–	1	–
15. Report on the African human security index; qualitative and quantitative	1	–	–	1
16. Report on international migration in Africa	1	–	–	1
17. Africa migration report	–	–	1	–
18. Report on the Madrid International Plan of Action on Ageing	–	–	–	1
19. Report on the International Conference on Population and Development	–	–	–	1
20. COVID-19 in African cities: impacts, responses and policy recommendations	–	1	–	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Technical materials</b> (number of materials)	<b>5</b>	–	<b>2</b>	<b>3</b>
21. Policy brief on better monitoring of urbanization dynamics	–	–	–	1
22. Policy briefs on urbanization to raise awareness of African policymakers	2	–	1	1
23. Policy briefs on scaling up the monitoring of social investments in Africa: report in two countries	2	–	–	–
24. Policy brief on security and development in Africa in the context of the concept of “human security” in accordance with General Assembly resolution 66/290	1	–	–	–
25. Policy brief on poverty and inequality	–	–	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> dissemination of knowledge products and improved data and statistics for evidence-based policies, strategies and investments to national policymakers in three member States; technical assistance for improved capacities in policy formulation, implementation and monitoring for 100 policymakers; policy dialogues for enhanced policy learning and exchange at national and regional scales.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events, and information materials:</b> flyers, brochures and advocacy materials on the work of the subprogramme; special events at relevant global and regional events; webinars and online seminars.				
<b>External and media relations:</b> press and media communication on the role of cities and social policy in the development of Africa.				
<b>Digital platforms and multimedia content:</b> digital platform for exchange and peer learning on voluntary local reviews in Africa; and one knowledge platform and the African human security index composite index available as an open source online by 2022.				

## Regional Commissions New York Office

### Proposed post and non-post resource requirements for 2022

#### Overview

15.377 The Regional Commissions New York Office is a joint office representing, coordinating and providing policy advice to the five regional commissions, namely, the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe and the Economic and Social Commission for Western Asia. Its overall objective is to backstop the effective implementation of legislative mandates at the regional level.

15.378 In pursuing that objective, the Office assumes the following interrelated key functions: providing strategic policy advice to the regional commissions on United Nations deliberations and global policy frameworks that have a bearing on their positioning and the effective implementation of their programmes of work; supporting and ensuring representation and outreach vis-à-vis relevant intergovernmental and inter-agency bodies with a view to informing and influencing decision-making from a regional perspective; and enhancing and promoting coordination and interregional cooperation among the regional commissions.

15.379 In the area of policy advice, the Office carries out analysis and produces policy papers, concept notes and other documents on a wide range of topics. In 2020, in response to the COVID-19 pandemic, and working closely with the regional commissions, the Office co-led the coordination of the substantive contributions by the regional commissions to pillar IV of the United Nations framework for the

immediate socioeconomic response to COVID-19, on macroeconomic response and multilateral collaboration; participated actively in the work of the United Nations Sustainable Development Group Task Team on the implementation of the COVID-19 socioeconomic response framework; assumed the function of penholder for a regional commissions joint policy statement entitled “COVID-19: towards an inclusive, resilient and green recovery – building back better through regional cooperation”; and supported the development of joint Development Account projects to address the economic and social challenges emanating from the COVID-19 crisis. The Office also continued to play a critical role in advising and framing the regional commissions’ coordinated approach to conceptualization and operationalization of the repositioning of the regional assets of the United Nations development system, as well as in advising and coordinating positions on other reform streams, among others on regional efforts to better support the country-level and multi-country offices review through its representation of the regional commissions in respective United Nations Sustainable Development Group task teams and providing policy advice in support of the Coordinator’s participation in the meetings of the United Nations Sustainable Development Group principals.

15.380 The Office continued its global representation and advocacy role vis-à-vis relevant intergovernmental bodies with a view to informing and influencing decision-making from a regional perspective, thus contributing to continued recognition on the part of Member States of the regional dimensions of development and the inclusion of explicit mandates for the regional commissions in a number of resolutions adopted by the General Assembly and the Economic and Social Council. In 2020, the Office prepared and introduced to the Economic and Social Council the annual report of the Secretary-General on regional cooperation in the economic, social and related fields, which focused on demonstrating the value proposition of regional cooperation to contribute to an effective response to the COVID-19 crisis. It also reached out to permanent missions of Member States to the United Nations and held online meetings to disseminate and discuss the work of the regional commissions, including on legislative mandates emanating from the regional governing bodies that were brought to the Economic and Social Council for action or attention.

15.381 The Office continues to play a central role in supporting the follow-up and review of the 2030 Agenda, notably by strengthening coherence and interaction among entities at the global, regional and national levels. In that context, the Office has ensured harmonization of the design of regional forums and reporting at the global level, including to the high-level political forum and the Economic and Social Council, and steered ideas for joint analytical products, outreach activities and side events. Specifically, it has ascertained that adequate space would be dedicated to the regional dimension at the high-level political forum on sustainable development, including through a ministerial session reporting the outcomes of the regional forums on sustainable development and the contribution of regional perspectives to the thematic reviews. In 2020, in the margins of the high-level political forum, the Office organized a special event entitled “Messages from the regional commissions: accelerating the 2030 Agenda and building back better from COVID-19” and hosted a voluntary national review lab under the theme “Innovative approaches to spur action and delivery on the 2030 Agenda: lessons from the regions”. It has also supported regional commissions’ contributions to the 2020 Sustainable Development Goal Moment and Sustainable Development Goal Reality Check on the status of implementation of the Goals at the regional level. The Office also organized a Sustainable Development Goal action zone session, entitled “Transformative action for a green, inclusive and gender-equal recovery from the COVID-19 pandemic: innovations and solutions from the regions”. The Office has continued to advocate recognition of the regional dimensions and the role of the regional commissions and

the regional forums on sustainable development in the follow-up and review of the 2030 Agenda in the context of the legislative review process conducted by the Economic and Social Council and the high-level political forum and building on the acknowledgement of the regional commissions and the regional forums for sustainable development in the political declaration adopted by the high-level political forum in 2019.

15.382 The Office mobilized the regional commissions' support for the implementation of the Secretary-General's strategy and road map for financing the 2030 Agenda. In 2020, the Office, first, organized various meetings between the executive secretaries and the Special Envoy of the Secretary-General on Financing the 2030 Agenda, to support an initiative on financing for development in the era of the COVID-19 pandemic and beyond; second, coordinated with the Executive Office of the Secretary-General the conceptualization and organization of high-level round tables to discuss the role of extractive industries as an engine for sustainable development; and, third, led coordination efforts among the regional commissions in their leadership role on the cluster dealing with the operationalization of concerted measures to combat illicit financial flows. The Office has also coordinated the contributions by regional commissions to other financing initiatives, such as the Global Investors for Sustainable Development Alliance and the High-level Panel on International Financial Accountability, Transparency and Integrity for Achieving the 2030 Agenda.

15.383 In the context of the reform of the United Nations development system, the Office continued to advocate recognition of the regional dimension and the role of the regional commissions during negotiations in the operational activities for development segment of the Economic and Social Council on implementation of the quadrennial comprehensive policy review. The ensuing resolutions in 2020 agreed to the revised regional architecture of the United Nations development system and adopted other transformative areas proposed by the Secretary-General.

15.384 In addition, the Office represents the regional commissions in various inter-agency forums. In 2020, it actively participated in and contributed to the work of several reform streams and advisory bodies of the United Nations Sustainable Development Group in such areas as the socioeconomic response to the COVID-19 pandemic, strategic financing, integrated policy support, programme development and results and the multi-country offices review. This has resulted in the strong recognition of the regional dimension of development in the socioeconomic response to the COVID-19 pandemic and in many of the reform initiatives and outcomes, such as in the strengthened link between regional collaborative platforms and peer support groups and the redesign of multi-country offices. The Office continues to participate actively in internal mechanisms of the development system supporting the preparation of the 2021 meeting of the high-level political forum, and the conceptualization of the decade of action and delivery for sustainable development at the regional level. Lastly, the Office represents the regional commissions in the work of the Chief Executives Board High-Level Committee on Programmes. In this context, the Office has actively participated in the work of several task teams, including in the areas of biodiversity and inequality.

15.385 In 2020, the Office further strengthened its communication and outreach function and increased the visibility of the work of the regional commissions at United Nations Headquarters in New York, including through the dissemination of a bi-weekly newsletter on the regional responses to the socioeconomic impact of COVID-19, and also through a revamped webpage.

15.386 As part of its coordination function, the Office continued to promote strategic coordination among the regional commissions through its role as secretary of the

meetings of the executive secretaries. It has also promoted coordination of and collaboration on a number of substantive issues among the regional commissions and between the regional commissions and other departments of the United Nations Secretariat and United Nations agencies, funds and programmes through its networks of focal points in such areas as support for Member States in the implementation of the 2030 Agenda, financing for development, statistics, inequalities, digital connectivity, social development and South-South and triangular cooperation. The Office has also continued collaboration with the offices of the presidents of the Economic and Social Council and of the General Assembly in the preparation of high-level meetings and in support of their priorities. In addition, the Office has promoted partnerships and joint projects to be financed through the Development Account, such as the joint projects on integrated national financing frameworks and on statistics and data to inform the COVID-19 responses, and ensured that the regional dimension was well reflected in policy decisions adopted by the Steering Committee of the Development Account, on which the Director of the Office represents the regional commissions.

15.387 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, organizations are encouraged to integrate sustainability information into their reporting cycles and, in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office is integrating environmental management practices into its operations. The Office is increasingly using online platform tools and organizing meetings in an online format whenever possible, as well as distributing documentation and promotion materials digitally rather than in printed form.

15.388 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 15.41. The cost-sharing arrangements of travel in some instances between the Office and respective regional commissions have resulted in delays beyond the Office's control in the issuance of tickets. This was particularly relevant in 2019, when there were extensive consultations on the regional repositioning led by the Deputy-Secretary-General in person in the regions and which the Director had to attend in support of the exercise. The Office will continue to make efforts to improve the compliance rate by, among other things, promoting advance planning and working more closely with the Travel Unit to reserve tickets based on the preliminary itinerary in order to secure tickets at the lowest price and minimizing instances of exceptions.

Table 15.41  
**Compliance rate**

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	50	89	100	100
Air tickets purchased at least two weeks before the commencement of travel	—	100	100	100

## Programme 16

### Economic and social development in Asia and the Pacific

#### Overall orientation

#### Mandates and background

16.1 The Economic and Social Commission for Asia and the Pacific (ESCAP) is the regional intergovernmental platform and development arm of the United Nations and is responsible for assisting its members and associate members in integrating the three dimensions of sustainable development. Its research, intergovernmental and capacity-building functions support members in the implementation of the 2030 Agenda for Sustainable Development through nine subprogrammes. The mandate derives from the priorities established in relevant resolutions and decisions of the General Assembly and the Economic and Social Council, including Council resolution [37 \(IV\)](#), by which ESCAP was established. The conference structure of the Commission is reviewed periodically and was most recently aligned with the requirements of the 2030 Agenda through Council resolution [2015/30](#) and ESCAP resolution 73/1. ESCAP will conduct a review of the conference structure. The review will be presented at the seventy-eighth session of the Commission, in 2022, for its consideration and decision.

16.2 The multisectoral expertise of ESCAP and its balanced integration of the economic, social and environmental pillars of sustainable development across its programme has been of increasing relevance in responding to the coronavirus disease (COVID-19) pandemic. In 2020, ESCAP has focused on assessing the development impact of that health crisis and reorienting its support for member States where it was most needed. At its seventy-sixth session, the Commission endorsed resolution 76/2, by which the importance of international and regional cooperation to strengthen resilience of member States to the socioeconomic effects of pandemics and other related crises was reaffirmed.

16.3 The support of ESCAP for its member States in response to and in recovery from the COVID-19 pandemic is grouped into four priority action areas for regional cooperation: ensuring economic recovery; protecting people; restoring and building resilience in supply chain connectivity; and protecting and restoring ecosystems. The member States have identified “Building back better from crises through regional cooperation in Asia and the Pacific” as the theme of the seventy-seventh session of the Commission, and ESCAP is in the process of preparing the a study on the theme of regional cooperation, including in these action areas. Data and statistics and science, technology and innovation remain key means of implementation of the 2030 Agenda and the COVID-19 recovery efforts in the region.

16.4 ESCAP support is aimed at providing analysis and policy options and developing the capacity of Governments to formulate and implement policies for sustainable development while building back better from the COVID-19 pandemic and effectively addressing the challenge of climate change. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

#### Strategy and external factors for 2022

16.5 The year 2022 will mark the seventy-fifth anniversary of ESCAP, the most inclusive intergovernmental platform in Asia and the Pacific. In 2022, the focus of ESCAP will be on supporting member States in their COVID-19 pandemic recovery

efforts while ensuring that the progress made to date in the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals is not only maintained, but also taken forward. Asia-Pacific member States reaffirmed their commitment to accelerating the achievement of the Goals, notwithstanding the pandemic, at the Seventh Asia-Pacific Forum on Sustainable Development, where they emphasized the importance of multilateralism, the removal of systemic barriers, investing in institutions, engaging the private sector and coherent policymaking to deliver on the decade of action for the Goals. Given the added strain of the pandemic-induced economic contraction on sustainable development in the region, ESCAP will focus efforts on planning and delivering in partnership with United Nations development system entities and development banks at the regional and national levels. ESCAP will continue to enable opportunities to generate innovative policies for integrated, inclusive and sustainable development and to build consensus on norms and agreements to address shared challenges. ESCAP will also create opportunities for regional dialogue and cooperation in all four priority areas for recovery, with an emphasis on transboundary issues such as connectivity and ecosystems, through intergovernmental meetings scheduled to be held in 2022. It will also focus on building the capacities of member States to respond to the challenge posed by climate change.

16.6 The COVID-19 pandemic notwithstanding, ESCAP will strive to support its member States in accelerating the implementation of the 2030 Agenda through its three core functions, namely, research and analysis, intergovernmental consensus-building and norm-setting, and capacity development. In this effort, ESCAP will be guided by the relevant General Assembly resolutions, including its resolution 74/4, in which the Assembly endorsed “Gearing up for a decade of action and delivery for sustainable development: political declaration of the Sustainable Development Goals Summit”. At the regional level, the regional road map for implementing the 2030 Agenda in Asia and the Pacific, endorsed by the Commission in its resolution 73/9, is the reference framework.

16.7 Guided by the priorities identified in global and regional frameworks and by needs and requests for support in implementing those frameworks at the national level, technical assistance will be provided to member States, especially those in special situations comprising least developed countries, landlocked developing countries, small island developing States and other countries, in such areas as macroeconomic policy and financing for development, sustainable infrastructure connectivity and trade facilitation, technology, management of natural resources, sustainable urban development, disaster risk reduction and resilience, social development, statistics and energy. In this period of recovery from the COVID-19 pandemic, supporting member States in bridging the digital divide, which has accentuated inequalities within and across countries, and in making full use of technology and innovation to advance sustainable development will be of specific focus. ESCAP will continue to provide diagnostic tools and policy support to advance economic recovery efforts in the region not limited in vision to short-term economic growth gains but rather aimed at the long-term economic transformation required pursuant to the 2030 Agenda. Through its cross-cutting subprogramme on subregional activities for development, the programme will strive to ensure that the Commission’s work in individual sectors and with member States is in line with the regionally agreed priorities, including regional cooperation, in particular on transboundary issues. The programme will further strive to ensure that those priorities lead to concrete subregional and regional outcomes and that regional outcomes feed into national sustainable development efforts. In that endeavour, the programme will coordinate closely with resident coordinators and United Nations country teams.



16.8 ESCAP, together with a broad range of partners, including its member States, other United Nations development system entities, other international organizations, the private sector and civil society, supports the follow-up on and review of the 2030 Agenda. Support provided by ESCAP to its member States in the follow-up on and review of the 2030 Agenda at the regional and global levels will continue to rely on analytical, intergovernmental and capacity-building work. Through its activities, ESCAP supported 10 countries in Asia and the Pacific in the preparation of voluntary national reviews submitted in 2020 at the high-level political forum on sustainable development. In 2022, ESCAP and its partners will continue to: (a) convene the Asia-Pacific Forum on Sustainable Development as an annual, inclusive intergovernmental forum, which provides space for multi-stakeholder engagement for follow-up and review in the region, to discuss regional priorities and needs for achieving sustainable development; (b) prepare annual progress reports on the achievement of the Sustainable Development Goals and develop policy recommendations to accelerate progress in achieving the Goals in the region; and (c) support peer learning and strengthen the capacity of member States with regard to voluntary national review planning, policy coherence, stakeholder engagement and data and statistics.

16.9 For 2022, the planned deliverables and activities of ESCAP reflect the likely ongoing challenges related to COVID-19 that are being faced by member States. Such planned deliverables and activities include helping member States to support their populations, in particular individuals and groups in vulnerable situations, through, for example, ongoing impact assessments and monitoring of policies and measures affecting trade and transport in the region and building the resilience of institutions and regional frameworks to further crises, including pandemics such as the COVID-19 pandemic, through regional cooperation. Specific examples of such planned deliverables and activities are provided under subprogrammes 2, 3 and 5. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results in 2022, as described under all subprogrammes and components of ESCAP.

16.10 With regard to cooperation with other entities at the global, regional national and local levels, ESCAP will continue to deliver on the United Nations framework for the immediate socioeconomic response to COVID-19, in addition to ongoing collaboration in various areas such as gender equality and the empowerment of women and girls, social protection, financing for development, road safety and migration. Strengthening engagement with regional and subregional organizations and development partners is a strategic approach for ESCAP in implementing its programme and for promoting and facilitating South-South cooperation, triangular cooperation and regional partnerships. Indeed, the objective of each component under subprogramme 8 is to strengthen regional cooperation, in particular on transboundary issues, in line with the subregional priorities. Sustainable connectivity and resilient and inclusive societies are priorities common to various ESCAP subregions. More concretely, the work of ESCAP at the subregional level, with substantive support from sectoral subprogrammes, has, for example, facilitated the adoption of the 2021–2025 workplan of the North-East Asia Clean Air Partnership and the development and the implementation of the Association of Southeast Asian Nations (ASEAN) Comprehensive Recovery Framework, as depicted in the frameworks of components 2 and 5 of subprogramme 8, respectively.

16.11 With regard to inter-agency coordination and liaison, the United Nations development system entities in Asia-Pacific, in line with the reform proposals, have begun the transition to work within the framework of the regional collaborative platform, to which ESCAP, the Regional Bureau for Asia and the Pacific of the United Nations Development Programme (UNDP) and the Development Coordination Office regional office for Asia and the Pacific provide secretariat support. ESCAP

substantive divisions collaborate in supporting issue-based coalitions established pursuant to the regional collaborative platform. ESCAP is co-leading the coalition on climate change mitigation with the United Nations Environment Programme (UNEP), where ESCAP expertise, across various subprogrammes and geared to support the accelerated achievement of Sustainable Development Goals 7 and 13, the implementation of the Paris Agreement and the building of social, economic and environmental resilience to the impact of climate change, is of specific relevance. Furthermore, the “Sustainable Development Goals help desk” knowledge management hub, co-led by ESCAP and the Development Coordination Office regional office for Asia and the Pacific, serves as the main platform for sharing policy expertise and providing rapid response to needs of countries, as well as of United Nations country teams, to accelerate implementation of the 2030 Agenda. This close collaboration among the United Nations development system entities in the region will continue to gain strength into 2022 and beyond.

16.12 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) COVID-19 pandemic recovery policies are in line with the 2030 Agenda;
- (b) National Governments maintain and strengthen their commitment to the Commission as the principal platform in the region for leveraging regional cooperation to meet transboundary and common challenges, such as the recovery from the effects of the pandemic;
- (c) Extrabudgetary funding for technical cooperation continues to be available.

16.13 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, these 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.

16.14 ESCAP integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, gender is a thematic area for subprogrammes 6 and 7. In the 2022 programme plan, the contributions of subprogrammes 2, 4 and 5 and all components of subprogramme 8 to women’s economic empowerment and gender equality are set out in their frameworks. The delivery of results on gender-related Sustainable Development Goals and the mainstreaming of gender into the programme will be guided by the ESCAP gender equality policy and an implementation plan (2019–2023).

16.15 With regard to disability inclusion, ESCAP is promoting it through a twin-track approach in line with the United Nations Disability Inclusion Strategy and the ESCAP disability inclusion policy and implementation plan. In the 2022 programme plan, subprogramme 6 and component 1 of subprogramme 8 cover disability-specific interventions to protect and empower persons with disability and, ultimately, to build disability-inclusive societies. Subprogramme 6 is also intended to address intersectional discrimination based on gender and disability.

16.16 Beyond substantive advancements, ESCAP has taken steps towards modernizing work processes and digital transformation to serve member States in a more agile way. Its significant progress in innovation, data and digital capacities over the past two years is also evidenced by the results of a survey conducted by the United Nations System Chief Executives Board for Coordination. Guided by the data strategy of the Secretary-General, ESCAP promotes data-driven management, for example,

through the use of dashboards to facilitate consolidated programme monitoring and decision-making by senior management. This transformation was expedited by the pandemic and the use of virtual modalities for programme delivery.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

16.17 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of ESCAP in four major ways: (a) the changing of deliverables in terms of design and modality; (b) the postponement of planned deliverables; (c) the repurposing of activities with a COVID-19 response component, when possible; and (d) the introduction of additional deliverables. The first type of impact refers to the organization of intergovernmental meetings, expert group meetings and seminars, workshops and training events virtually or through a hybrid modality. This included the Seventh Asia-Pacific Forum on Sustainable Development, the seventy-sixth session of the Commission and five Committee sessions. In many cases, the number of sessions was reduced, given time zone conflicts and limits to keeping participants engaged in a virtual setting over long hours. These reductions are reflected in the deliverable tables throughout the present programme plan. Secondly, on the basis of member States' requests, the second Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific and the Asia-Pacific Regional Review of Implementation of the Global Compact for Safe, Orderly and Regular Migration were postponed to 2021. Thirdly, the analytical products, intergovernmental meetings and project activities were repurposed to incorporate COVID-19 impact assessments and mitigation or recovery measures. For example, the 2020 *Economic and Social Survey of Asia and the Pacific* incorporated an assessment of the economic impact of the pandemic and discussed fiscal policy measures to mitigate the impact. Specific examples of such an impact are provided under all subprogrammes. With respect to the third type of impact, the postponement of planned deliverables and activities also had an effect on the expected results for 2020, as described in the programme performance under components 1 and 2 of subprogramme 8.

16.18 At the same time, however, some planned deliverables and new activities were identified during 2020, within the overall scope of the subprogramme objectives, in order to support member States on issues related to the COVID-19 pandemic. Those new activities included expert group meetings, seminars and technical materials. Specific examples of new activities are provided under all subprogrammes. The new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 1, 2, 3 and 7 and components 4 and 5 of subprogramme 8.

16.19 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of good practices include the scaling up of e-learning activities and the organization of hybrid meetings to allow for the balanced representation of member States in intergovernmental deliberations. For 2022, the programme will continue to target opportunities to maximize participation through virtual modalities while safeguarding the benefits of in-person engagement for specific activities.

## Legislative mandates

16.20 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

61/16	Strengthening of the Economic and Social Council	73/133	Graduation of countries from the least developed country category
66/288	The future we want	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
67/10	Cooperation between the United Nations and the Eurasian Economic Community		
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	73/330	Cooperation between the United Nations and the Economic Cooperation Organization
		73/332	Cooperation between the United Nations and the Pacific Islands Forum
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	73/334	Cooperation between the United Nations and the Shanghai Cooperation Organization
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	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
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
69/288	Comprehensive review of United Nations system support for small island developing States	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/120	Promoting social integration through social inclusion
70/192	Follow-up to the International Conference on Financing for Development	74/215	Agricultural technology for sustainable development
70/294	Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020	74/216	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
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
71/312	Our ocean, our future: call for action		
71/321	Enhancing the participation of indigenous peoples' representatives and institutions in meetings of relevant United Nations bodies on issues affecting them	74/235	Women in development
		74/238	Operational activities for development of the United Nations system
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	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
		74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)

74/297	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	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
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic	75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
74/307	United response against global health threats: combating COVID-19	75/228	Follow-up to the second United Nations Conference on Landlocked Developing Countries
75/15	Cooperation between the United Nations and the Association of Southeast Asian Nations	75/230	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
75/16	Cooperation between the United Nations and the Organization of Islamic Cooperation	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
75/90	The situation in Afghanistan	75/234	South-South Cooperation
75/154	Inclusive development for and with persons with disabilities	75/235	Agriculture development, food security and nutrition
75/168	Rights of indigenous peoples	75/239	Oceans and the law of the sea
75/175	Human rights and extreme poverty		
75/182	The right to development		
75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21		

#### *Economic and Social Council resolutions*

37 (IV)	Economic Commission for Asia and the Far East	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
1895 (LVII)	Change of name of the “Economic Commission for Asia and the Far East” to “Economic and Social Commission for Asia and the Pacific”	2019/8	Report of the Committee for Development Policy on its twenty-first session
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2019/27	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2014/11	Follow-up to the International Conference on Financing for Development	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2015/30	Restructuring the conference structure of the Economic and Social Commission for Asia and the Pacific to be fit for the evolving post-2015 development agenda	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2016/11	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific	2020/16	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2018/5	Strategies for eradicating poverty to achieve sustainable development for all	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

#### *Economic and Social Commission for Asia and the Pacific resolutions*

66/1	Incheon Declaration	66/15	Strengthening of the evaluation function of the secretariat of the Commission
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region	67/14	Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific

68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development	73/2	Strengthening the regional mechanism for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
68/9	Terms of reference of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission	73/9	Regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific
69/3	Achieving the Millennium Development Goals in Asia and the Pacific: Bangkok Declaration of the Asia-Pacific Least Developed Countries, Landlocked Developing Countries and Small Island Developing States on the Development Agenda beyond 2015	74/1 74/10	Supporting the smooth transition of the least developed countries in Asia and the Pacific towards a sustainable graduation Implementation of the Ministerial Declaration on Enhancing Regional Economic Cooperation and Integration to Support the Implementation of the 2030 Agenda in Asia and the Pacific
70/1	Implementation of the Bangkok Declaration on Regional Economic Cooperation and Integration in Asia and the Pacific	75/1	Implementation of the outcome of the Euro-Asian Regional Midterm Review of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
70/10	Implementation of the Bangkok Declaration of the Asia-Pacific region on the United Nations Development Agenda beyond 2015		
71/2	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 in Asia and the Pacific	75/2	Committing to strengthening the links between national, regional and global follow-up to and review of the 2030 Agenda for Sustainable Development in Asia and the Pacific
71/3	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	75/3	Advancing partnerships within and across regions for the sustainable development of Asia and the Pacific
71/4	Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway	76/1	Strengthening cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
72/6	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific		
72/8	Fostering regional cooperation and partnerships to respond to the climate change challenge in the Asia-Pacific region	76/2	Regional cooperation to address the socioeconomic effects of pandemics and crises in Asia and the Pacific
73/1	A conference structure of the Commission aligned with the 2030 Agenda for Sustainable Development		

## Deliverables

16.21 Table 16.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 16.1

### Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>19</b>	<b>2</b>	<b>11</b>
1. Reports for ESCAP	1	9	1	5
2. Reports for the Asia-Pacific Forum on Sustainable Development	1	10	1	6

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>23</b>	<b>15</b>	<b>34</b>	<b>34</b>
3. Meetings of the Asia-Pacific Forum on Sustainable Development	6	2	6	6
4. Meetings of the Commission	10	2	10	10
5. Meetings of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission	—	6	6	6
6. Expert group meetings on the <i>Asia-Pacific Countries with Special Needs Development Report</i>	4	—	—	—
7. Expert group meetings on the programme of action for least developed countries	—	—	3	3
8. Expert group meetings on the programme of action for landlocked developing countries	—	—	3	—
9. Expert group meetings on the programme of action for small island developing States	—	—	3	—
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
12. Meetings of the Fifth Committee	1	1	1	1
13. Meetings of the regional collaborative platform	—	2	—	6
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>—</b>	<b>1</b>	<b>1</b>	<b>1</b>
14. Capacity-building projects on selected issues pertinent to the sustainable development of least developed countries, landlocked developing countries and small island developing States	—	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>3</b>	<b>2</b>	<b>7</b>	<b>6</b>
15. Subregional workshops on priorities of the programmes of action for least developed countries, landlocked developing countries and small island developing States	2	—	4	3
16. Policy dialogues based on the <i>Asia-Pacific Countries with Special Needs Development Report</i>	1	2	3	3
<b>Publications</b> (number of publications)	<b>4</b>	<b>4</b>	<b>3</b>	<b>5</b>
17. ESCAP theme study	1	1	1	1
18. <i>Asia-Pacific Countries with Special Needs Development Report</i>	1	1	1	1
19. Publications on the implementation of the 2030 Agenda	2	2	1	1
20. <i>Asia-Pacific Sustainable Development Journal</i>	—	—	—	2
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>5</b>	<b>4</b>	<b>4</b>
21. Documents on issues relevant to Asia-Pacific least developed countries, landlocked developing countries and small island developing States	3	5	4	4
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> Asia-Pacific Sustainable Development Goal partnership data portal; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> observance of United Nations international days, including United Nations Day; press conferences/press briefing and press interviews for major publications and events; and outreach activities upon demand for the general public, including for academic organizations for approximately 300 participants.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of ESCAP.				
<b>Digital platforms and multimedia content:</b> Sustainable Development Goals help desk accessed by government officials and technical experts; knowledge platform to support least developed countries, landlocked developing countries and small island developing States in Asia and the Pacific in implementing their relevant programmes of action; multimedia promotional content, including videos and educational materials for major publications and events; and inputs for ESCAP social media platforms.				

## **Evaluation activities**

16.22 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

(a) Self-evaluation on the North-East Asian Subregional Programme for Environmental Cooperation;

(b) Self-evaluation on the Asia and Pacific Training Centre for Information and Communication Technology for Development.

16.23 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the self-evaluation on the North-East Asian Subregional Programme for Environmental Cooperation recommended reviewing the charter of the Subregional Programme and setting a relevant long-term vision, mission and goals, which was reflected in the strategy and result 1 of component 2 in the present report. With respect to the Asia and Pacific Training Centre for Information and Communication Technology for Development, the recommendations were the designing of a medium-term strategy in line with the digital era and the inclusion of advisory services to member States in the area of information and communications technology (ICT) for development in the Training Centre's workplan, in addition to its training programmes. These recommendations have been reflected in the strategy and the deliverables of subprogramme 5.

16.24 The following self-evaluations are planned for 2022:

(a) Self-evaluation on the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030);

(b) Self-evaluation on the subprogramme on environment and development subprogramme.

## **Programme of work**

### **Subprogramme 1**

#### **Macroeconomic policy, poverty reduction and financing for development**

#### **Objective**

16.25 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to achieve stable, inclusive and sustainable economic development in Asia and the Pacific.

#### **Strategy**

16.26 To contribute to the objective, the subprogramme will continue to focus on promoting a more balanced and multidimensional development approach, beyond the primary focus on economic growth, and help member States to transform their economies in a manner that is consistent with the aspirations of the 2030 Agenda. The subprogramme will pay specific attention to the impact of the COVID-19 pandemic and other systemic and persistent development challenges, such as climate change, which aggravate existing vulnerabilities, including poverty, inequality and environmental degradation. If not addressed, these challenges may reverse development progress achieved to date in the Asia-Pacific region, in particular in the



most vulnerable countries. Therefore, it is necessary to build adequate resilience and support economic transition towards sustainable development in the post-COVID-19 era. Such a transition requires holistic policy considerations and coordinated action on three fronts: economic stability and resilience; inclusiveness; and sustainability.

16.27 The subprogramme will advance policies and potential pathways for such an economic transition towards sustainable development through research and knowledge products, capacity-building and technical assistance, and advocacy and intergovernmental coordination. On the research front, the subprogramme will build on its ongoing work, including the *Economic and Social Survey of Asia and the Pacific*, the *Financing for Development in Asia and the Pacific* series, policy papers and other research products, to help member States to mainstream the Sustainable Development Goals into economic policymaking. Using its ongoing and original analytical work, the subprogramme will also provide substantive input to global processes and publications coordinated by the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development (UNCTAD) and others, especially with regard to financing for development and the United Nations socioeconomic response framework to the COVID-19 pandemic. The subprogramme will also continue to support the United Nations Sustainable Development Cooperation Framework processes, as and when needed.

16.28 The subprogramme will further strengthen the links between its research and its capacity-building work to support the development of national economic policies and financing strategies that support the transition of economies towards sustainable development and help them to build resilience to shocks such as the COVID-19 pandemic, in cooperation with United Nations country teams, where possible. It will also support regional cooperation platforms and expand expert networks, such as the Infrastructure Financing and Public-Private Partnership Network of Asia and the Pacific, for effective knowledge dissemination and peer learning.

16.29 The subprogramme will continue to support its main intergovernmental platform, the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development, to facilitate discussion with member States on economic policies and financing issues that are expected to help the envisaged economic transition. It will also leverage other existing platforms, such as the annual sessions of the Commission and the Asia-Pacific Forum on Sustainable Development, for this purpose.

16.30 Across these three lines of its work, the subprogramme will contribute to and seek synergy in achieving Sustainable Development Goals 1, 8, 9, 10, 12 and 17. Furthermore, the subprogramme will build on its existing and extensive cooperation with multilateral organizations and Asia-Pacific think tanks to advance its work highlighted above. It will also strengthen its cooperation with specialized agencies for policy advice and capacity-building, with a focus on transformative economic policies and financing for development strategies. Expected main partners for 2022 include, but are not limited to, ASEAN, the Global Green Growth Institute and the Astana International Financial Centre.

16.31 The subprogramme plans to support member States on issues related to COVID-19 by focusing on macroeconomic and financing for development policies that promote economic transformation towards sustainable development and more resilient economies.

16.32 The above-mentioned work is expected to result in:

- (a) An improved understanding of the impact of economic policies on sustainable development;

(b) Enhanced capacity of policymakers to mainstream and align economic policies and financing strategies with sustainable development objectives;

(c) A greater ability of the member States to mobilize and allocate financial resources for sustainable development.

16.33 The planned support on issues related to COVID-19 is expected to result in the advancement and greater scope of economic recovery measures that integrate sustainable development and more resilient economies.

## **Programme performance in 2020**

16.34 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Better-informed policymaking by member States in response to the COVID-19 pandemic**

16.35 As a result of the COVID-19 pandemic, the region is expected to face its deepest economic slowdown since at least the 1970s, along with significant job losses and an increase in poverty. To mitigate the impact of the pandemic and rebuild the economy towards greater resilience and sustainability, adequate, timely and well-targeted economic policies, in particular macroeconomic stimulus packages, are urgently needed. In this vein, it was crucial for policymakers to keep track of the rapidly evolving pandemic and policy developments in the region to perform quick yet systematic analyses of potential policy interventions.

16.36 The subprogramme supported Asia-Pacific policymakers on those two fronts by developing an online tracker<sup>1</sup> of policy responses to COVID-19 and a hands-on and applied Excel-based model<sup>2</sup> for COVID-19 impact and policy assessment. The online tracker is a comprehensive stocktaking and data visualization tool to keep policymakers updated on the pandemic situation and containment measures and to provide them with a detailed breakdown of economic stimulus and related trade, transport, social protection and statistics policy responses in the ESCAP region, and was developed with support and input from other subprogrammes.

16.37 The Excel-based assessment model is also supported through the regional programme on technical cooperation and comprises three main deliverables: (a) the Excel-based model, to assess the impact of COVID-19 and inform policy responses; (b) a user manual on how to use the model in different country contexts; and (c) an open webinar, to introduce the model to policymakers and experts.

16.38 The subprogramme's broad engagement with and substantive contributions to the United Nations system-wide processes and initiatives in response to the COVID-19 crisis also contributed to making countries better equipped to assess the impact of economic recovery policies on sustainable development. This included the provision of analytical materials, support for global meetings and the organization of a regional conversation as part of the Initiative on Financing for Development in the Era of COVID-19 and Beyond.

### *Progress towards the attainment of the objective, and performance measure*

16.39 The above-mentioned work contributed to the objective, as demonstrated by policymakers from Afghanistan, Bangladesh, Brunei Darussalam, Cambodia,

<sup>1</sup> Available at [www.unescap.org/covid19/policy-responses](http://www.unescap.org/covid19/policy-responses).

<sup>2</sup> Available at [www.unescap.org/resources/assessing-impact-covid-19-asia-and-pacific-and-designing-policy-responses-excel-based](http://www.unescap.org/resources/assessing-impact-covid-19-asia-and-pacific-and-designing-policy-responses-excel-based).

Georgia, India, Kazakhstan, the Philippines, Samoa, Timor-Leste and Tonga stating that they would use the tool in policymaking or research work. In total, 138 government policymakers from 24 Asia-Pacific countries attended the introductory webinar on the subprogramme's Excel model to assess the impact of COVID-19 and design policy responses (see table 16.2).

Table 16.2

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
—	—	Policymakers from 10 countries reported that they would use the COVID-19 impact and assessment tool and/or knowledge products to inform their policymaking in response to the COVID-19 pandemic

**Planned results for 2022**

16.40 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: enhanced understanding of financing needs and strategies for the implementation of the Sustainable Development Goals<sup>3</sup>****Programme performance in 2020**

16.41 The subprogramme collaborated with Samoa in the area of micro-, small and medium-sized enterprise financing and supported the Samoa Business Hub initiative with multiple research pieces. Samoa has since taken steps, in late 2019 and into 2020, to strengthen the Hub and related public support for such financing.

16.42 The subprogramme also organized an Asia-Pacific conference on financing for inclusive and sustainable development in December 2019 with follow-up support to member States in 2020. That event and the follow-up on various topics provided a knowledge exchange platform for 27 participating ESCAP member States on their new financing for development policy initiatives. In particular, Bangladesh, Brunei Darussalam, China, Indonesia, Kazakhstan and Sri Lanka shared their concrete policy actions on various fronts at the event.

16.43 The above-mentioned work contributed to new initiatives by seven member States designing and implementing financing strategies to bridge financing gaps for the implementation of the 2030 Agenda, which exceeded the target of five member States reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

16.44 The subprogramme will continue the work related to the planned result, in line with its mandate. To continue further progress towards the objective, the subprogramme will provide targeted capacity support to member States on financing for development strategies and policies, with the overarching aim of better aligning financial resource

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

allocation with sustainable development priorities through both financial market development and necessary public sector guidance and support in the process.

16.45 In particular, the subprogramme will continue to focus on thematic issues such as infrastructure financing, capital market development, inclusive financial services and climate financing, through its research products, seminars and training sessions and its support for regional financing for development networks. The expected progress is presented in the performance measure below (see table 16.3).

Table 16.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Large financing gaps, especially in countries with special needs, to implement the Sustainable Development Goals	Enhanced understanding of financing needs and strategies among policymakers in member States to effectively pursue the Sustainable Development Goals	New initiatives by seven member States for designing and implementing financing strategies to bridge financing gaps for the implementation of the 2030 Agenda	New initiatives by at least five member States for transforming their economies according to the ambitions of the 2030 Agenda, including but not limited to financing strategies	Three new initiatives by member States for transforming their economies according to the ambitions of the 2030 Agenda, including but not limited to financing strategies

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: Asia-Pacific countries take action to transform their economies for sustainable development<sup>4</sup>

### Programme performance in 2020

16.46 The subprogramme has proposed, in the 2020 edition of its flagship publication, the *Economic and Social Survey of Asia and the Pacific*, an accelerated transition towards achieving Sustainable Development Goal 12 (sustainable consumption and production), given its pivotal role for sustainable development within planetary boundaries. Building on this work, the subprogramme organized eight policy dialogues, in which policy makers and experts from Indonesia, Malaysia, Pakistan, the Philippines and Thailand shared their most recent policy initiatives on the transition towards sustainable development.

16.47 In parallel, the Excel-based model to assess the impact of COVID-19 and design policy responses developed by the subprogramme also served the dual purpose of supporting analysis of economic recovery policies towards sustainable development and COVID-19 impact assessment, as highlighted in the result that emerged in 2020, above. Such policy analysis using the model has been conducted for Afghanistan, the Kyrgyz Republic, Pakistan, Samoa and Sri Lanka as part of the subprogramme's ongoing capacity-building work, supported also by the United Nations Development Account.

16.48 The above-mentioned work contributed to five member States being informed of the design of economic policies and the implementation of financing strategies for the implementation of the 2030 Agenda, through knowledge products of the

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

subprogramme and starting the process of designing such policies and implementing such strategies for the implementation of the 2030 Agenda, which met the planned target, as reflected in the programme budget for 2021.

### Proposed programme plan for 2022

16.49 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, for example, evaluate changes in financial system and regulations that help to channel investment towards the Sustainable Development Goals and analyse the potential of fiscal policies and the reorientation of public expenditure to support resilient, inclusive and sustainable development. The expected progress is presented in the performance measure below (see table 16.4).

Table 16.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Increased awareness of the adverse implications of pursuing growth-centric development approaches, and policy options and financing strategies to effectively pursue the 2030 Agenda, as reflected in the feedback from participants in the subprogramme's capacity-building activities	Enhanced understanding of financing needs and strategies by member States, as demonstrated by 94 per cent of participants expressing their ability to design and implement policies concerning the 2030 Agenda and financing for development	Five member States commenced the design of economic policies and the implementation of financing strategies for the implementation of the 2030 Agenda, informed by knowledge products prepared under the subprogramme	Policy action aimed at transforming their economies according to the ambitions of the 2030 Agenda, informed by knowledge products prepared under the subprogramme, taken by at least five member States	Three policy actions by member States aimed at transforming their economies according to the ambitions of the 2030 Agenda and informed by knowledge products prepared by the subprogramme

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: enhanced capacity of member States in designing policies and strategies for resilient economies

#### Proposed programme plan for 2022

16.50 In response to the COVID-19 pandemic and the subsequent global economic crisis, the subprogramme has laid the groundwork for strengthening the resilience of economic development to non-economic shocks and the role of policies, in particular fiscal policy, in this regard. The subprogramme has, in particular, conducted an analysis of the impact of the pandemic and of the policy responses in the region, which will be published in the *Economic and Social Survey of Asia and the Pacific 2021*, as well as in a series of planned policy briefs and working papers.

#### *Lessons learned and planned change*

16.51 The lesson for the subprogramme was that, given the research-oriented and macroeconomic focus of its work, proving genuine linkages of its work with concrete policy action is a major challenge. This is due mainly to the fact that macroeconomic

policies by nature are comprehensive, take time to form and implement and are often influenced by many factors simultaneously, thus rendering the task of tracking and establishing linkages very difficult. In applying the lesson, the subprogramme will strengthen efforts in results-tracking to collect more information on how its work was used by member States and devote more resources to the development of ready-to-use policy manuals and analytical tools to facilitate the translation of its research into action and, subsequently, to actual changes. Building on the research undertaken in 2020 and planned for 2021, the subprogramme will conduct timely and relevant policy analysis, including results-tracking, to demonstrate how national and regional fiscal, debt and financial strategies and other economic measures can facilitate post-COVID-19 economic recovery and strengthen economic resilience to future economic and non-economic shocks.

*Expected progress towards the attainment of the objective, and performance measure*

16.52 This work is expected to contribute to the objective, demonstrated by three member States being prepared for implementing national strategies and policy initiatives towards more resilient economies, including but not limited to fiscal and financial measures (see table 16.5).

Table 16.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	Member States build consensus on strategies and policies towards more resilient economies at the seventy-seventh session of the Commission and the third session of the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	Three member States implement national strategies and policy initiatives towards more resilient economies, including but not limited to fiscal and financial measures

## Legislative mandates

16.53 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

74/205	Financial inclusion for sustainable development	75/204	International financial system and development
74/231	Development cooperation with middle-income countries	75/205	External debt sustainability and development

*Economic and Social Commission for Asia and the Pacific resolutions*

E/CN.11/63	Statistical and economic documentation work	71/5	Implementing the outcome of the Asia-Pacific High-level Consultation on Financing for Development
68/10	Enhancing regional economic integration in Asia and the Pacific		

**Deliverables**

16.54 Table 16.6 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 16.6

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	—	—	3	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>4</b>	<b>14</b>	<b>8</b>
3. Meetings of the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	—	—	6	—
4. Regional dialogues on issues related to financing for development	—	—	4	—
5. Expert group meetings on financing for development	4	—	—	4
6. Expert group meetings on the <i>Economic and Social Survey of Asia and the Pacific</i> publication	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>
7. Projects on selected economic policy and financing for development issues	1	3	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>8</b>	<b>7</b>	<b>7</b>
8. Economic and Social Council side event on financing for development	1	—	1	1
9. Policy-focused discussions based on research outlined in the <i>Economic and Social Survey of Asia and the Pacific</i> and the <i>Financing for Development in Asia and the Pacific</i> publications	5	8	6	6
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>
10. <i>Economic and Social Survey of Asia and the Pacific</i>	1	1	1	1
11. <i>Financing for Development in Asia and the Pacific</i> book series	—	—	1	—
12. <i>Asia-Pacific Sustainable Development Journal</i>	—	—	2	—
<b>Technical materials</b> (number of materials)	<b>11</b>	<b>27</b>	<b>14</b>	<b>10</b>
13. Knowledge products on economic issues and policies tailored to countries' specific circumstances	8	8	8	4
14. Working paper series on macroeconomic policy, poverty reduction and financing for development	1	6	2	2
15. Policy briefs on macroeconomic policy, poverty reduction and financing for development	2	13	4	4

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> technical advice on at least 2 broad issues related to financing for development and macroeconomic policy; advisory support for the task forces of the ESCAP Sustainable Business Network; and country notes and presentation materials on macroeconomic policy, poverty reduction and financing for development.				
<b>Databases and substantive digital materials:</b> substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in 4 areas, including economic assessment and sustainable development, financing for development, regional economic cooperation and integration and infrastructure financing and public-private partnerships; and inputs for ESCAP social media platforms.				

## Subprogramme 2

### Trade, investment and innovation

#### Objective

16.55 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to implement policies and programmes that more effectively harness the potential of trade, investment, innovation, technology and enterprise development for sustainable development and regional integration in Asia and the Pacific.

#### Strategy

16.56 To contribute to the objective, the subprogramme will support member States in formulating and implementing policies and measures to facilitate trade, investment and innovation in support of sustainable development, with a specific focus on the needs of least developed and landlocked countries. This work encompasses increasing the capacity of member States to negotiate and implement trade and investment agreements and to design and implement trade facilitation policies and measures, including through the adoption of paperless trade systems. This work is implemented in close cooperation with global and regional partners, including the Asian Development Bank, UNCTAD and the World Trade Organization (WTO).

16.57 The subprogramme, including through the Asian and Pacific Centre for Transfer of Technology, will also provide capacity-building through workshops, training activities and policy advice and develop knowledge products on sustainable foreign direct investment (FDI), innovation, emerging and frontier technologies, responsible and inclusive business, social enterprise, impact investment and innovative finance for women's entrepreneurship.

16.58 In building the capacity of member States to ensure that trade, investment and innovation contributes to sustainable development, the subprogramme will provide support in having member States make progress towards the achievement of the targets of Sustainable Development Goals 8, 9, 17.

16.59 The subprogramme plans to support member States on issues related to COVID-19 in the areas of trade facilitation and support for micro-, small and medium-sized enterprises. The COVID-19 pandemic showed the importance of keeping trade



flowing, in particular in critical goods, further highlighting the importance of trade digitalization, given that it reduces physical interaction in the trade process. In response to COVID-19, the subprogramme will support member States in advancing paperless and contactless trade. The pandemic also highlighted the vulnerability of micro-, small and medium-sized enterprises in times of crisis. In response, the subprogramme will continue its work to enable policies for FDI and micro-, small and medium-sized enterprises, with a key focus on innovative financial and digital tools to support women entrepreneurs.

16.60 The above-mentioned work is expected to result in:

- (a) The reduction in trade costs and the increased participation and competitiveness of companies, especially micro-, small and medium-sized enterprises, in international trade;
- (b) The adoption of more effective rules and procedures governing trade, leading to more efficient trade outcomes aligned with the Sustainable Development Goals;
- (c) The adoption of policies and programmes aimed at achieving more inclusive and sustainable outcomes of business and investment activities;
- (d) The integration of inclusivity and sustainability dimensions in technology and innovation policies in the region.

16.61 The planned support on issues related to COVID-19 is expected to result in the increased resilience of supply chains by enabling continued trade activities and use of technology and innovation in mitigating the impact of future pandemics.

## **Programme performance in 2020**

16.62 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Improved access to innovative trade policy support in response to the COVID-19 pandemic and other crises**

16.63 When the COVID-19 pandemic hit and factories and borders began to close, countries around the world adopted export bans and other barriers to trade on essential goods, such as masks and medical equipment, exposing the vulnerability of supply chains to disruptions and accentuating the importance of maintaining trade flows. In addition, this highlighted the lack of adequate provisions in bilateral and regional trade agreements in Asia and the Pacific to deal with crisis situations and keep trade going in times of emergencies.

16.64 Therefore, in order to address this gap and to ensure greater resilience of trade flows in the post-COVID-19 era, ESCAP and a number of other United Nations entities jointly launched an initiative to develop model provisions for trade agreements, to ensure more cooperation and predictability in times of crisis and pandemic and to speed up recovery. For the subprogramme, the initiative included the organization of an online “policy hackathon”, in collaboration with UNCTAD, the regional commissions, WTO and the Consumer Unity and Trust Society. More than 200 trade analysts from Government, academia, civil society and the private sector were brought together in a 45-day online policy hackathon to develop model provisions for regional and other trade agreements to avoid trade disruptions in times of crisis and pandemic.

16.65 This inclusive policy formulation exercise included 60 written contributions authored by more than 150 co-authors, selected by a core group of senior experts for publication in an online repository, providing a range of policy options for increasing the resilience of trade through trade agreements. A webinar series was organized to promote and further discuss the top-rated contributions, with more than 300 registered participants. All input gathered during the policy hackathon and webinars are being channelled to support the preparation of a handbook of model trade provisions in times of crisis and pandemic, to be jointly published by ESCAP and collaborating United Nations organizations, on the basis of which training sessions for trade negotiators will be organized in 2021. The objective is to provide options for clauses that trade policymakers can include in trade agreements to minimize disruptions in the trade of critical goods in future crises.

*Progress towards the attainment of the objective, and performance measure*

16.66 The above-mentioned work contributed to the objective, as demonstrated by access by member States to an online repository of peer-reviewed solutions to respond to emergent challenges associated with the COVID-19 pandemic. The online repository and related pages had 9,581 unique visits (see table 16.7).

Table 16.7  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States' access to online repository of peer-reviewed solutions to respond to emergent challenges associated with the COVID-19 pandemic

## **Planned results for 2022**

16.67 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: harnessing innovative business models for social progress<sup>5</sup>**

#### **Programme performance in 2020**

16.68 The subprogramme has continued its work on promoting innovative business models such as impact investment and social enterprise through advocacy activities, research and analysis, capacity-building, facilitating regional knowledge-sharing, and hands-on policy advice to member States. These activities were also supported by the United Nations Development Account. The subprogramme's activities supported the adoption of the Social Enterprise Act in Thailand; the integration of social entrepreneurship as a key pillar in Indonesia's medium-term national development plan; the establishment of a cross-government working group on inclusive business and impact investment led by the Myanmar Directorate of Investment and Company Administration; the launch of the Malaysia Social Impact Exchange which is intended to channel untapped corporate resources towards high-performing social purpose

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

organizations; the establishment of the National Advisory Board for Impact Investment led by the Bangladesh Ministry of Finance; and the incorporation of social enterprise in the Organic Law in the Bangsamoro Autonomous Region in Muslim Mindanao, the Philippines.

16.69 The above-mentioned work contributed to six countries in the region implementing measures to support impact enterprises and investors, which met the planned target of implementation of measures by member States to support impact enterprises and investors, reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

16.70 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 policy support to member States on social enterprise, impact investment and inclusive business, subject to demand and the availability of resources. The expected progress is presented in the performance measure below (see table 16.8).

**Table 16.8**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of measures to support impact enterprises and investors	Development of measures by member States to support impact enterprises and investors	Implementation of measures by six countries (Bangladesh, Indonesia, Malaysia, Myanmar, the Philippines and Thailand) to support impact enterprises and investors	Implementation of measures by member States to support impact enterprises and investors	Implementation of measures by member States to support innovative business models

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: harnessing innovative technologies to enhance women's access to financial services<sup>6</sup>**

### **Programme performance in 2020**

16.71 To increase access to finance by women entrepreneurs, the subprogramme supported the launch of a women's bond and an impact investment fund for women entrepreneurs in 2020 and continued to provide advice and support to the winners of the 2019 challenge fund on digital and financial solutions for women entrepreneurs. The subprogramme has also provided policy advice and capacity-building support to Governments on how to ensure an enabling policy environment for digital and financial technologies in support of women's entrepreneurship, including through supporting studies on access by micro-, small and medium-sized enterprises to finance in Bangladesh and Samoa. A research challenge on access to finance for women

<sup>6</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

entrepreneurs was also launched in 2020, which received more than 60 proposals, with 6 winning proposals awarded funding for their research.

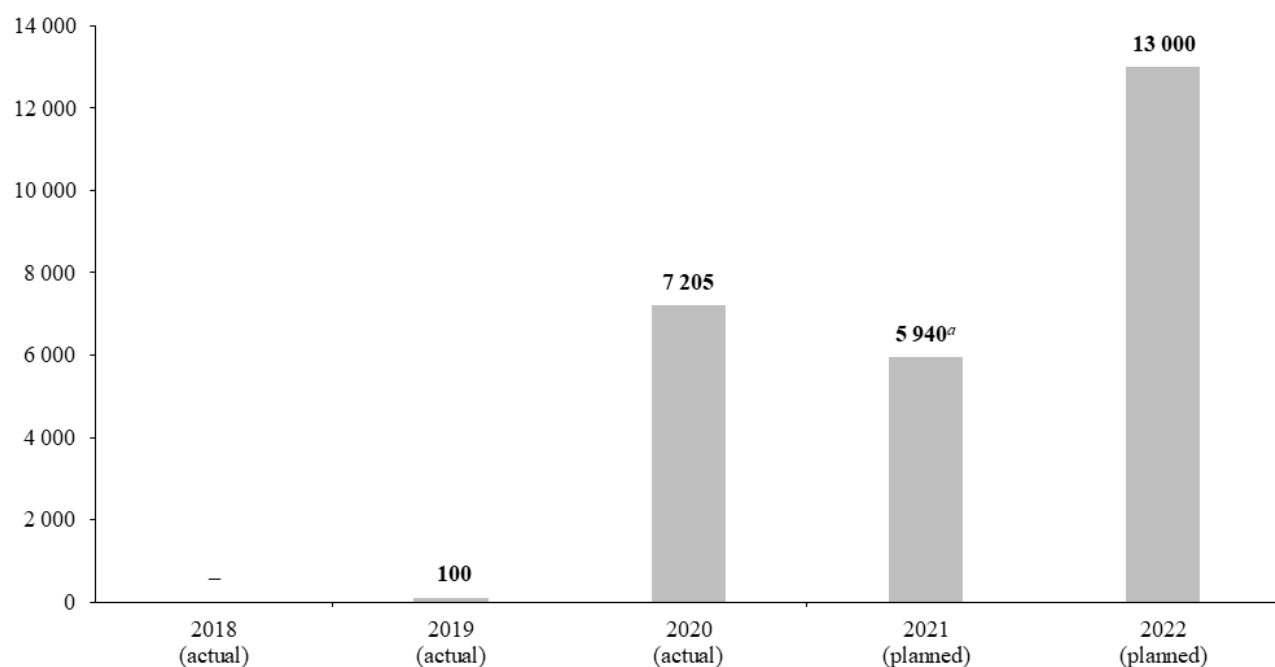
16.72 The above-mentioned work contributed to 7,205 women entrepreneurs having improved access to financial services, with support from ESCAP, in 2020, which exceeded the planned target of 2,500 women entrepreneurs having access to financial services with support from ESCAP, as reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

16.73 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 technical assistance to Governments and intermediaries to enhance women's access to financial services, including through the women's bond, impact investment funds and additional challenge funds. The expected progress is presented in the performance measure below (see figure 16.I).

Figure 16.I

**Performance measure: total number of women entrepreneurs accessing financial services with support from the Economic and Social Commission of Asia and the Pacific (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: making trade processes more efficient, transparent and safer through paperless and contactless trade**

#### **Proposed programme plan for 2022**

16.74 The subprogramme has a long-standing programme on trade facilitation, focused on supporting member States in making trade processes “paperless”. Enabling the electronic exchange of trade data and documents across borders not only helps to reduce trade costs and make it easier to comply with trade procedures, but also can help to identify illegal trade transactions and illicit financial flows. Moreover, it can lead to reduced physical contact between traders and customs and

other officials, thus limiting opportunities for both corruption and contagion during a pandemic.

16.75 The benefits and implementation difficulties associated with digitalizing cross-border trade processes led ESCAP member States to negotiate a United Nations treaty, namely, the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific. The Framework Agreement, adopted in 2016, provides an inclusive platform for countries at all levels of development to cooperate and develop harmonized cross-border paperless trade solutions.

16.76 Since 2016, the subprogramme has supported the intergovernmental steering group that developed the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific in devising an implementation road map. The subprogramme has also implemented a series of capacity-building and technical activities related to the treaty. Following Bangladesh's and China's ratification of the treaty in October and November 2020, respectively, the Framework Agreement entered into force in February 2021.

#### *Lessons learned and planned change*

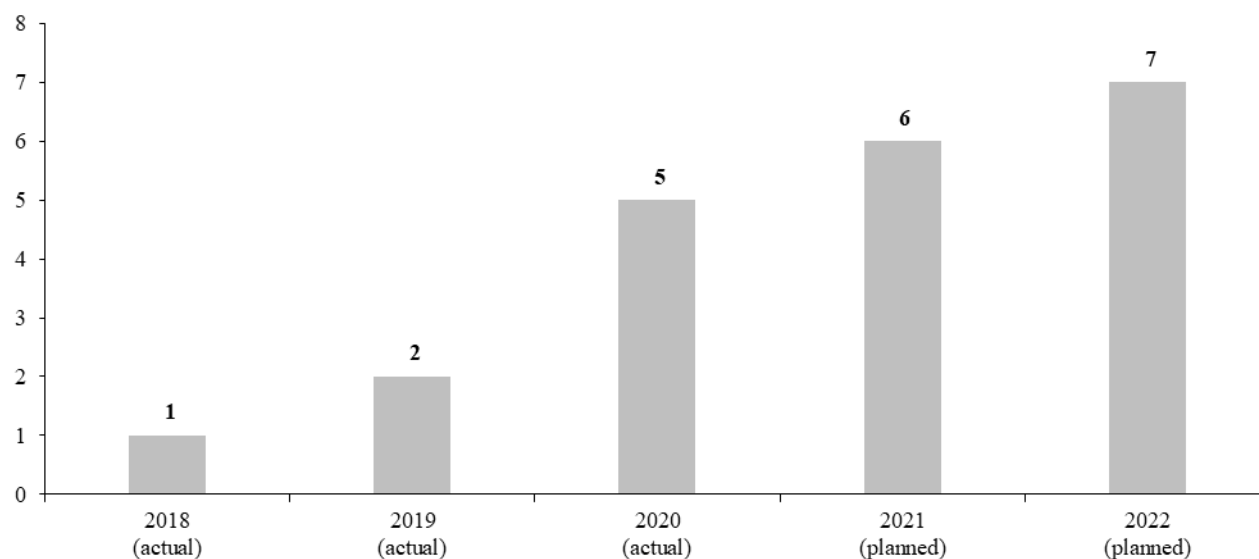
16.77 The lesson for the subprogramme was that it needed to design differentiated support activities for various government bodies within the same country, given that they may have different levels of readiness in paperless trade. In applying the lesson, the subprogramme will provide more tailored assessments and programmes for the different agencies and stakeholders involved. Capacity-building support and technical assistance will be targeted and responsive to ensure that no country is left behind in the adoption of paperless trade.

#### *Expected progress towards the attainment of the objective, and performance measure*

16.78 This work is expected to contribute to the objective, as demonstrated by seven ESCAP member States acceding to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific, bringing the total number of countries having acceded to or ratified the agreement to seven (see figure 16.II).

Figure 16.II

**Performance measure: total number of countries having acceded to or ratified the Framework Agreement on Facilitation of Cross-Border Paperless Trade in Asia and the Pacific (cumulative)**



## Legislative mandates

16.79 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

74/229	Science, technology and innovation for sustainable development	75/211	Entrepreneurship for sustainable development
75/203	International trade and development		

### *Economic and Social Commission for Asia and the Pacific resolutions*

70/5	Strengthening regional cooperation and capacity for enhanced trade and investment in support of sustainable development	72/12	Harnessing science, technology and innovation for inclusive and sustainable development in Asia and the Pacific
70/6	Implementation of the decision of the Ad Hoc Intergovernmental Meeting on a Regional Arrangement for the Facilitation of Cross-border Paperless Trade	73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific
72/3	Statute of the Asian and Pacific Centre for Transfer of Technology	75/8	Advancing science, technology and innovation for the implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
72/4	Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific		

## Deliverables

16.80 Table 16.9 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 16.9

### **Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>16</b>	<b>9</b>	<b>18</b>	<b>16</b>
1. Reports for ESCAP	2	2	1	2
2. Reports for the Committee on Trade and Investment	—	—	6	—
3. Reports for the Committee on Information and Communications Technology, Science, Technology and Innovation	3	4	—	3
4. Reports for the Governing Council of the Asian and Pacific Centre for Transfer of Technology	3	3	3	3
5. Documents for the Asia-Pacific Trade Agreement Standing Committee	4	—	4	4
6. Documents for the Interim Intergovernmental Steering Group on Cross-border Paperless Trade Facilitation, the Paperless Trade Council and the Standing Committee	4	—	4	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>31</b>	<b>13</b>	<b>30</b>	<b>33</b>
7. Meetings of the Committee on Trade and Investment	—	—	6	—
8. Meetings of the Committee on Information and Communications Technology, Science, Technology and Innovation	3	3	—	3
9. Meetings of the Governing Council of the Asian and Pacific Centre for Transfer of Technology	4	3	4	4

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
10. Meetings of the Asia-Pacific Trade Agreement Standing Committee	8	—	8	8
11. Meetings of Interim Intergovernmental Steering Group on Cross-border Paperless Trade Facilitation, the Paperless Trade Council, and the Standing Committee	4	—	4	6
12. Expert group meetings on trade, investment and innovation	8	3	4	8
13. Meetings of the ESCAP Sustainable Business Network	2	3	2	2
14. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Trade	2	1	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>6</b>	<b>4</b>	<b>4</b>
15. Capacity-building project on women's entrepreneurship: innovative finance component	1	1	1	1
16. Capacity-building projects on trade policy and facilitation	1	4	1	1
17. Capacity-building projects on investment, enterprise and innovation	1	1	1	1
18. Capacity-building projects on new and emerging technologies	1	—	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>6</b>	<b>1</b>	<b>—</b>
19. Asia-Pacific Business Forum	1	—	1	—
20. Workshops on trade, investment and innovation	5	6	—	—
<b>Publications</b> (number of publications)	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
21. <i>Asia-Pacific Trade and Investment Report</i>	—	—	1	—
22. <i>Studies in Trade, Investment and Innovation</i>	1	1	2	1
23. <i>Science, Technology and Innovation in Asia and the Pacific</i>	1	—	—	1
<b>Technical materials</b> (number of materials)	<b>10</b>	<b>10</b>	<b>11</b>	<b>9</b>
24. Trade, Investment and Innovation Working Paper Series	2	2	2	2
25. Policy Briefs on trade, investment and innovation	4	4	4	3
26. Reports on trade facilitation and paperless trade implementation	—	—	1	—
27. <i>Asia-Pacific Tech Monitor</i>	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services in three broad areas on trade, investment and innovation; establishment and support of regional knowledge networks linking researchers, policymakers and practitioners in trade, investment and innovation, including the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific; advisory support for the task forces of the ESCAP Sustainable Business Network; and advisory support for the United Nations Special Programme for the Economies of Central Asia Working Group on Innovation and Technology for Sustainable Development.				
<b>Databases and substantive digital materials:</b> databases on trade, investment and innovation for regional and global access; the comprehensive trade cost database; the Asia-Pacific Trade and Investment Agreements Database; trade performance indicators on non-tariff measures; the online Trade Intelligence and Negotiation Adviser; online courses on trade, investment and innovation; country fact sheets and briefing notes on trade and investment; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> outreach programmes and briefings on trade, investment and innovation; information and multimedia materials on ESCAP work in trade, investment and innovation; and press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updates, for website of the Asia-Pacific Research and Training Network on Trade; updating and maintenance of web pages of the subprogramme for the ESCAP website in four areas, including technology and innovation, business and investment, trade facilitation and digital trade, and trade policy and integration; and input for ESCAP social media platforms.				

## **Subprogramme 3**

### **Transport**

#### **Objective**

16.81 The objective, to which this subprogramme contributes, is to achieve sustainable transport connectivity, logistics and mobility in the Asia-Pacific region.

#### **Strategy**

16.82 To contribute to the objective, the subprogramme will continue its work to improve the efficiency of international transport operations and logistics and develop operational transport connectivity so as to create the conditions necessary for a region-wide sustainable transport and logistics system. In particular, the subprogramme will continue to serve as the secretariat for the Intergovernmental Agreement on the Asian Highway Network, the Intergovernmental Agreement on the Trans-Asian Railway Network and the Intergovernmental Agreement on Dry Ports and provide technical expertise to the intergovernmental deliberations of the relevant working groups. It will also provide technical assistance in eliminating non-physical barriers to regional transport connectivity through strengthened transport facilitation measures, harmonized technical and operational transport standards, regulations and practices, including efficient operational arrangements and harmonized legal frameworks for intermodal transport; facilitate the exchange of good practices on the utilization of new technologies; and conduct research and analysis that address the challenges and ways forward in realizing regional connectivity. This work will help member States to make progress towards the achievement of Sustainable Development Goals 9, 11, 12, 13 and 17.

16.83 The subprogramme will undertake policy advocacy and capacity-building in the areas of sustainable urban transport, road safety and smart transport, including to promote and facilitate the application of the ESCAP-developed sustainable urban transport index, the formulation and implementation of strategies to improve road safety and the development of a road map to support regional cooperation for wider deployment of smart transport systems. The subprogramme will also strengthen its work on the environmental and social dimensions of transport development and operation. This work will support member States in making progress towards the achievement of Sustainable Development Goals 3, 7, 11 and 17.

16.84 To contribute to the above objective, the subprogramme will continue to collaborate with relevant United Nations agencies, funds and programmes, including the International Maritime Organization, the other United Nations regional commissions and agencies and regional development banks, including the Islamic Development Bank; international, regional and subregional organizations, including the Economic Cooperation Organization, the International Transport Workers' Federation, the Organization for Cooperation between Railways and the Shanghai Cooperation Organization; and research institutes, associations and other civil society organizations.

16.85 The subprogramme plans to support member States on issues related to COVID-19 by conducting research and analysis in order to assess the ongoing impact associated with the pandemic on transport connectivity and offer policy solutions to the member States.

16.86 The above-mentioned work is expected to result in:

- (a) Increased measures and initiatives to develop a more sustainable and resilient transport infrastructure along the regional transport networks (Asian



highways, trans-Asian railways and dry ports) to support freight and passenger operations that are affordable, safe, accessible and environmentally friendly;

(b) Increased measures and initiatives to enhance transport connectivity to preserve regional transport linkages post-pandemic and foster regional cooperation to support interregional and intraregional trade and people connectivity, further supporting the realization of the 2030 Agenda;

(c) The formulation and implementation of sustainable transport mobility policy initiatives in member countries, including the planning and development of urban public transport systems, measures to improve transport safety and measures to promote the increasing use of environmentally sustainable modes of transport, and smart mobility approaches in the region.

16.87 The planned support on issues related to COVID-19 is expected to result in the application by countries of available policy options and measures that facilitate cross-border transport while helping to contain pandemics such as COVID-19 and other similar disruptions to regional connectivity.

### **Programme performance in 2020**

16.88 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 regional dialogue on freight transport connectivity in the context of COVID-19**

16.89 The outbreak of the COVID-19 pandemic had led to uncoordinated border closures, controls and restrictions on international freight transport operations, resulting in shortages of essential supplies, which contributed to the initial delay in the pandemic response. Therefore, one of the early lessons of the pandemic was the importance of maintaining transport connectivity and the cross-border movement of basic commodities, agricultural products, foodstuffs and medical supplies. Preserving transport connectivity is indispensable not only for the immediate response to the pandemic, but also for the subsequent recovery efforts rooted in the 2030 Agenda and for building resilience to future pandemics and crises. This is especially important for landlocked developing countries. In its contribution to preserve the region's transport connectivity in 2020, the subprogramme launched an online resource page that monitored national responses on freight transport connectivity during the COVID-19 pandemic to help member States to gain access the relevant information and consider coordinating their policy responses and to provide support to the global observatory on border-crossing status due to COVID-19.

16.90 The subprogramme also published a policy brief that provided a preliminary analysis of countries' initial responses to the outbreak and informed current and future policy responses in ensuring the continuity of transport connectivity and logistics in the Asia-Pacific region. It also contributed to coordinating a global United Nations response and calls for action on supply chain connectivity. Furthermore, the subprogramme mobilized and facilitated regional dialogue and country consultations on ways forward for regional cooperation mechanisms that ensure coordinated and timely responses to disruptions in the future.

#### *Progress towards the attainment of the objective, and performance measure*

16.91 The above-mentioned work contributed to the objective, as demonstrated by member States agreeing that concrete collaborative initiatives on sustainable freight

and transport connectivity for efficient and resilient supply chains shall be taken up within the ESCAP regional mechanisms, including during phase two of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific (2022–2026) and at the sixth session of the Committee on Transport and other regional events (see table 16.10).

Table 16.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Countries agreed that concrete collaborative initiatives on sustainable freight and transport connectivity for efficient and resilient supply chains should be taken up within the ESCAP regional mechanisms, including during phase two of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, to be considered in 2021 at the fourth Ministerial Conference on Transport

## Planned results for 2022

16.92 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: shifting towards more sustainable freight transport in Asia and the Pacific<sup>7</sup>

#### Programme performance in 2020

16.93 The subprogramme has supported member States in the adoption of their national policies and measures to facilitate international rail transport through its analytical work and capacity-building activities on rail freight transport, including the convening of a group of experts to discuss challenges in and opportunities for international railway transport along the trans-Asian railway network and beyond in the times of the COVID-19 pandemic.

16.94 The above-mentioned work contributed to the adoption by ESCAP member States of six policies and measures to facilitate international rail transport, which exceeded the planned target of adoption by ESCAP member States of five policies and measures to facilitate international rail transport, reflected in the proposed programme budget for 2020.

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

### Proposed programme plan for 2022

16.95 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 support member States in designing and implementing facilitation, digitization and harmonization measures along the Trans-Asian Railway Network, the Asian Highway Network and intermodal corridors involving dry ports. The aim of these measures is to enhance the efficiency of the transport systems and accelerate a modal shift towards more environmentally friendly transport within the framework of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase II (2022–2026). The expected progress is presented in the performance measure below (see table 16.11).

Table 16.11  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Limited consideration of the practical obstacles to international rail transport, undermining its efficiency and competitiveness	Identification by ESCAP member States of practical measures in support of sustainable freight transport, with a focus on international rail transport	Adoption by ESCAP member States of six policies and measures to facilitate international rail transport	Increased number of freight trains and/or reduced border-crossing times along Trans-Asian Railway routes	Five facilitation, digitization and harmonization measures along the Trans-Asian Railway Network, the Asian Highway Network and intermodal corridors involving dry ports that enhance efficiency of the transport systems and accelerate a modal shift towards more environmentally friendly transport

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: realigning the region's priorities towards sustainable transport connectivity in Asia and the Pacific<sup>8</sup>

#### Programme performance in 2020

16.96 The subprogramme has prepared the parliamentary documentation on the review of the implementation of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase I (2017–2021) and the activities conducted during this phase. That documentation was submitted to the Committee on Transport for the deliberation of member States. The outcome of those deliberations provided the basis for the preparation of phase two of the Regional Action Programme.

16.97 The above-mentioned work contributed to countries participating in the evaluation of the implementation of the first phase of Regional Action Programme

<sup>8</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

and initiating discussions on areas to be added or strengthened in the second phase, which met the planned target, reflected in the programme budget for 2021.

### Proposed programme plan for 2022

16.98 The subprogramme will continue the work related to the planned result, in line with its mandate. The Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase II (2022–2026), in the context of the decade of action for the Sustainable Development Goals, will maintain the traditional focus areas such as infrastructure and operational connectivity, road safety, urban transport and digitization of transport, while considering a more holistic approach to strengthen the environmental and social dimensions of transport development and operations.

16.99 To contribute to further progress towards the objective, the subprogramme will support its member States by scaling up the implementation of analytical, intergovernmental and capacity-building activities under the traditional focus areas such as infrastructure and operational connectivity, road safety, urban transport, and digitization of transport, and by initiating the implementation of new activities to strengthen the environmental and social dimensions of transport development, guided by the second phase of the Regional Action Programme. The expected progress is presented in the performance measure below (see table 16.12).

Table 16.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific	Countries further identified key activities to accelerate the implementation of the Regional Action Programme	Countries participated in the evaluation of the implementation of the first phase of the Regional Action Programme and initiated discussions on areas to be added or strengthened in the second phase	Countries adopt the second phase of the Regional Action Programme and other policy frameworks and tools at the fourth session of the Ministerial Conference on Transport	Countries initiate the implementation of the second phase of the Regional Action Programme and other policy frameworks and tools adopted at the fourth session of the Ministerial Conference on Transport

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: accelerating transformative action in transport for the delivery of the Sustainable Development Goals

#### Proposed programme plan for 2022

16.100 The decade of action for the Sustainable Development Goals calls for mobilizing regional action, raising ambitions and identifying solutions, and thus offers further impetus and opportunities to reconsider the transport priorities in the Asia-Pacific region and to accelerate impactful change towards sustainability in the aftermath of the COVID-19 pandemic. The subprogramme facilitated the review of the implementation of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase I (2017–2021) at the sixth session of the

Committee on Transport. The outcomes of the sixth session Committee are being incorporated into the preparations for the fourth session of the Ministerial Conference on Transport, which will be held at the end of 2021 to discuss the continuous challenge and the tremendous opportunity in the transport sector for making the transition to economic, social and environmental sustainability, to identify priority needs of member States and to set forth future direction through the adoption of phase II of the Regional Action Programme and other policy frameworks and tools that accelerate impactful change towards sustainability.

*Lessons learned and planned change*

16.101 The lesson for the subprogramme was that there was a demand for a more holistic approach to include economic, environmental and social dimensions of transport development and operations in the formulation and implementation of transport policies and measures to support member States in achieving transport-related targets of the Sustainable Development Goals. In applying the lesson, the subprogramme will provide knowledge products to help member countries to define the optimal set of policy interventions that extends beyond the development of transport infrastructure and operational connectivity, road safety, urban transport and digitization to cover reforms and policies that amplify the wider economic benefits of that infrastructure and include areas of unrealized economic potential or possible positive spillover effects for social and environmental development.

*Expected progress towards the attainment of the objective, and performance measure*

16.102 This work is expected to contribute to the objective, as demonstrated by the adoption of eight policies and measures that intensify support for the efficiency and resilience of supply chains, the environmental dimensions of transport systems and improvements in transport safety to accelerate progress towards achieving transport-related targets of the Sustainable Development Goals that are geared towards a safer, more efficient and environmentally sustainable transport sector (see table 16.13).

Table 16.13  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
The Committee on Transport noted with satisfaction the progress in implementing the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase I (2017–2021) and its numerous policy, institutional and technical complementarities with a number of national programmes and development principles	ESCAP member States continued to formulate and implement transport policies and measures in priority areas, as indicated in phase I of the Regional Action Programme	ESCAP member States advanced discussions on priority areas that would balance economic, social and environmental dimensions of transport and support the decade of action for the Sustainable Development Goals by 2030	ESCAP member States reconsider and adopt the agreed regional transport priorities in the Asia-Pacific region that accelerate impactful change towards sustainability while recovering from the COVID-19 pandemic	Eight new policies and measures by member States that intensify support for the efficiency and resilience of supply chains, the environmental dimensions of transport systems and improvements in transport safety to accelerate the progress towards achieving transport-related targets of the Sustainable Development Goals

## Legislative mandates

16.103 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors	74/299	Improving global road safety

### Economic and Social Commission for Asia and the Pacific resolutions

70/7	Implementation of the Suva Declaration on Improving Maritime Transport and Related Services in the Pacific	72/5	Strengthening regional cooperation on transport connectivity for sustainable development in Asia and the Pacific
71/6	Maritime transport connectivity for sustainable development	73/4	Implementation of the Ministerial Declaration on Sustainable Transport Connectivity in Asia and the Pacific
71/7	Adoption of the Regional Cooperation Framework for the Facilitation of International Railway Transport	74/2	Promotion of the regional framework for the planning, design, development and operation of dry ports of international importance
71/8	Strengthening intraregional and interregional connectivity in Asia and the Pacific	74/3	Improving road safety in Asia and the Pacific for sustainable transport systems

## Deliverables

16.104 Table 16.14 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 16.14

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>9</b>	<b>5</b>	<b>4</b>
1. Reports for ESCAP	1	1	–	1
2. Reports for the Committee on Transport	3	8	–	3
3. Reports for the Ministerial Conference on Transport	–	–	5	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>12</b>	<b>30</b>	<b>22</b>
4. Meetings of the Committee on Transport	6	4	–	6
5. Meetings of the Ministerial Conference on Transport	–	–	10	–
6. Meetings on the Asian Highway Network	–	–	4	–
7. Meetings on the Trans-Asian Railway Network	–	–	4	–
8. Meetings on dry ports	–	–	4	–
9. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Sustainable Transport, Transit and Connectivity	4	2	4	4
10. Expert group meetings on transport connectivity and logistics	8	4	4	8

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
11. Expert group meetings on mobility	2	2	—	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>7</b>	<b>18</b>	<b>8</b>	<b>8</b>
12. Capacity-building projects on transport connectivity and logistics	4	13	4	4
13. Capacity-building projects on mobility	3	5	4	4
<b>Seminars, workshops and training events</b> (number of days)	<b>1</b>	—	—	—
14. Training event on transport connectivity and logistics	1	—	—	—
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
15. Publication on transport developments in Asia and the Pacific	—	—	1	—
16. Publications on transport connectivity, logistics and mobility	2	2	1	2
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
17. Technical materials on transport connectivity and logistics	2	2	2	2
18. Technical materials on mobility	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> data collection for the Asian Highway database, the Trans-Asian Railway network and the network of dry ports; materials on road safety for regional and global access; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in six areas, including the Asian Highway Network, environmentally sustainable transport, the Trans-Asian Railway Network, dry ports and intermodal transport, connecting to global supply chains and safe and inclusive transport.				

## Subprogramme 4

### Environment and development

#### Objective

16.105 The objective, to which this subprogramme contributes, is to reduce the negative impacts of growth on the natural environment and to improve human well-being in urban and rural environments through building the capacity of member States to strengthen climate action and sustainable resource use, realize sustainable urban development and eliminate pollution and waste.

#### Strategy

16.106 To contribute to the objective, the subprogramme, inclusive of the Centre for Sustainable Agricultural Mechanization, will employ three main approaches: circular economy-based solutions; nature-based solutions; and governance for environmental transformation. With respect to the first approach, the subprogramme will support the use of optimization tools for resource efficiency; analyse environmental externalities of economic growth patterns; develop policies to reduce waste and to encourage waste to resource and; analyse markets for new low-carbon products. With regard to the second approach, the subprogramme will support member States in protecting, managing sustainably and restoring natural or modified ecosystems that address societal challenges effectively and adaptively, thereby providing benefits for both

human well-being and biodiversity. As regards the third approach, the subprogramme will support integrated and participatory environmental policymaking, such as community-focused financing and systems frameworks, and support the strengthening of engagement and multi-stakeholder partnerships. The subprogramme will also take into account gender-specific considerations such as the participation of women in decision-making processes and the health impacts of environmental issues, with a focus on countries in special situations, and will generate evidence and provide technical support for integrated policymaking and regional cooperation. The subprogramme will integrate sustainable growth in a cross-cutting way to planned activities, including those related to resource efficiency, ecosystem management and participatory environmental policymaking. These approaches will be applied to the three focus areas, namely, strengthening climate action and sustainable resource use, thereby contributing to the achievement of Sustainable Development Goals 1, 2 and 13–15; realizing sustainable urban development, thereby contributing to the achievement of Goal 11; and eliminating pollution and waste, thereby contributing to the achievement of Goals 6, 11 and 12. The work of the subprogramme in all three areas will contribute to achieving Goal 17.

16.107 The subprogramme will support member States in building capacity for ambitious environmental policy, including action for climate empowerment and participation, for the vertical integration of climate action and sustainable resource use among the regional, national, subnational and local levels, including with non-State actors, and for conservation and sustainable use of marine resources. The subprogramme will provide knowledge and capacity-building products on low-carbon and low-emissions sustainable growth solutions, including on-site and online resource efficiency training and toolboxes to assess and analyse ways to accelerate the implementation of nationally determined contribution commitments and to fulfil reporting requirements with regard to the United Nations Framework Convention on Climate Change. The subprogramme will also strengthen regional cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development by providing a participatory, multi-stakeholder dialogue platform through the Asia-Pacific Day for the Ocean, by coordinating the regional implementation of the United Nations Decade of Ocean Science for Sustainable Development to accelerate transformative ocean action and by promoting the implementation of international conventions and region-wide initiatives.

16.108 The subprogramme will help cities to strengthen their urban planning processes, adopt urban resilience strategies, apply appropriate smart technologies and finance urban infrastructure. Building on earlier work, ESCAP will leverage its subregional presence, network partners and intergovernmental platform to increase awareness of sustainable urban solutions, including issues related to infrastructure needs, climate and disaster risk reduction, air pollution and resource consumption. The subprogramme will support member States through capacity-building projects and activities to develop and apply forecasting tools and sustainable urban solutions within the framework of the Penang Platform for Sustainable Urbanization. Specific initiatives, such as the Asia-Pacific Mayors Academy, and other activities aimed at increasing vertical integration will lead to the development of tools and approaches for local authorities to scale up city-based action. Furthermore, the subprogramme will work to reduce air pollution levels, especially in urban areas across the region, by promoting the adoption of recognized clean air measures.

16.109 Lastly, the subprogramme will work to strengthen partnerships and cooperation with relevant United Nations agencies, funds and programmes (including through the regional collaborative platform and the United Nations country teams), other international, regional and subregional organizations, public-private partnerships, community-based organizations, research institutes, associations and



other civil society organizations. The subprogramme will also work closely with other ESCAP subprogrammes to enhance synergy and coherence in relevant areas.

16.110 The subprogramme plans to support member States on issues related to COVID-19 by providing analysis of the impact of and responses to the pandemic and policy advice to the member States to ensure a sustainable recovery in the aftermath. The subprogramme will also factor in its work environmental considerations emerging from the COVID-19 pandemic.

16.111 The above-mentioned work is expected to result in:

- (a) Enhanced action to address climate change and accelerate implementation of the Paris Agreement in Asia-Pacific countries;
- (b) More sustainable and resilient communities and reduced negative impacts of urbanization;
- (c) Development of scenarios, policies and plans to address the risk of air pollution in the region;
- (d) Enhanced action to strengthen conservation and sustainable management of natural resources, biodiversity and ecosystems, including oceans.

16.112 The planned support on issues related to COVID-19 is expected to result in the enhanced capacity of member States to place environmental action at the core of recovery policies that lead to more sustainable and more resilient economies.

## **Programme performance in 2020**

16.113 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Economic and Social Commission for Asia and the Pacific member States identify prerequisites for accelerating action for delivery of the 2030 Agenda in the context of COVID-19**

16.114 Although there have been gains in some areas, the Asia-Pacific region is currently not on track to achieve any of the 17 Sustainable Development Goals by 2030, and environment-related Goals are where progress and reliable data are especially lacking. This urgency to accelerate progress towards achieving the Goals, which was further intensified owing to the impact of the COVID-19 pandemic, underlies the decade of action for the Goals and was the theme and the main thrust of the Seventh Asia-Pacific Forum on Sustainable Development, coordinated by the subprogramme.

16.115 To facilitate focused regional dialogue on accelerated action, the subprogramme coordinated knowledge products and consultations, building on the transformative entry points derived from “Gearing up for a decade and delivery for sustainable development: political declaration of the Sustainable Development Goals Summit” and the *Global Sustainable Development Report 2019*. Specifically, the subprogramme, together with partners, facilitated the development of six entry point profiles and organized consultations on human well-being and capabilities; sustainable and just economies; food systems and nutrition patterns; the enhancement of power grid connectivity to achieve affordable and clean energy for all; urban and peri-urban development; and global environmental commons. The work on those six entry points culminated in policy recommendations for enabling transformative change and accelerating implementation of the 2030 Agenda in the region. The subprogramme also organized the Seventh Asia-Pacific Forum on Sustainable Development to exchange best practices and highlight tangible solutions, which concluded with a

resounding call for countries to revive international cooperation and multi-stakeholder partnerships to accelerate progress towards achieving the Goals amid addressing the socioeconomic impacts of the COVID-19 pandemic. Outcomes of the forum supported the high-level political forum on sustainable development, where the subprogramme, in collaboration with partners, organized a side event entitled “Fast-tracking the Sustainable Development Goals: driving Asia-Pacific transformations”.

*Progress towards the attainment of the objective, and performance measure*

16.116 The above-mentioned work contributed to the objective, as demonstrated by all member States identifying a compelling sense of urgency and direction, adequate and Sustainable Development Goal results-based budgeting and accountability, and rigorous data and monitoring systems as prerequisites for the acceleration of the implementation of the 2030 Agenda. In addition, it was emphasized in the report of the Seventh Asia-Pacific Forum on Sustainable Development that, in order to implement the 2030 Agenda and deliver on the decade of action, a strong, coordinated, inclusive and coherent global response under the multilateral coordination framework was needed (see table 16.15).

Table 16.15  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Endorsement of ESCAP regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific by the eighteen member countries in the Pacific sub-region in the Pacific Roadmap for Sustainable Development	Participation and engagement from Government, civil society and related stakeholders in identifying best practices for implementation of the 2030 Agenda	Identification by all member States of prerequisites for the acceleration of the implementation of the 2030 Agenda for Sustainable Development in the report on the Seventh Asia-Pacific Forum on Sustainable Development and in inputs provided to high-level political forum on sustainable development

## **Planned results for 2022**

16.117 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: inclusive and integrated policy processes for effective climate action and natural resources management<sup>9</sup>**

#### **Programme performance in 2020**

16.118 The subprogramme has continued to focus on the work related to strengthening climate action and the sustainable use of resources and has assisted countries in developing initiatives that promote climate action and broader engagement. The subprogramme also supported ASEAN countries by providing independent, coherent, authoritative and policy-relevant scientific and evidence-based assessments and

<sup>9</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 19\)](#)).

recommendations on the sustainable management of natural resources in the ASEAN region, and contributed to advancing national action and regional cooperation on decoupling economic growth from environmental degradation.

16.119 The above-mentioned work contributed to the establishment of the ASEAN Resources Panel by the ASEAN Senior Officials on the Environment, which met the planned target of scenarios, policies, plans or programmes developed by member States to operationalize environment and climate action at different levels, taking into account input from various stakeholders, reflected in the proposed programme budget for 2020. The ASEAN Resources Panel comprises up to 30 experts and scientists, and its workplan is intended to enhance knowledge and analysis on the environment, and natural resources management trends and impacts, and to provide policy recommendations for consultation and uptake by ASEAN member States.

### Proposed programme plan for 2022

16.120 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 member States in strengthening the science policy interface in the development of scenarios, policies, plans and programmes for environment and climate-related action. The expected progress is presented in the performance measure below (see table 16.16).

Table 16.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absent or limited scenarios, policies, plans or programmes developed by member States to operationalize environment and climate action at different levels, taking into account inputs from various stakeholders	Limited scenarios, policies, plans or programmes strengthened by member States to operationalize environment and climate action at different levels, taking into account inputs from various stakeholders	ASEAN member States approved the establishment of the ASEAN Resources Panel	Increase in the number of scenarios, policies, plans or programmes adopted by member States to implement environment- and climate action-related Sustainable Development Goals at different levels	Thirty scenarios, policies, plans or programmes adopted by member States to implement environment- and climate action-related Sustainable Development Goals at different levels

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: more ambitious nationally determined contributions to meet commitments to the Paris Agreement<sup>10</sup>

### Programme performance in 2020

16.121 The subprogramme has responded to member country requests in support for the voluntary national reviews of nationally determined contributions by strengthening regional collaboration on mitigation of climate change, sustainable

<sup>10</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

urbanization and resource efficiency. Due regard has been shown for gender mainstreaming, including outreach to women and girls.

16.122 The above-mentioned work contributed to the effective review of nationally determined contributions processes and the revision of the contributions of Mongolia and Myanmar, which met the planned target of scenarios, policies, plans or programmes being developed by member States to operationalize environment and climate action at different levels, including gender mainstreaming, reflected in the programme budget for 2021. The review was considered effective because Mongolia had updated its nationally determined contribution as a result of the process and Myanmar had advanced the revised nationally determined contribution and prepared it for approval by the Government by December 2020.

### Proposed programme plan for 2022

16.123 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 on enhancing knowledge and analysis on the environment, and natural resources use and management trends and impacts in the region, developing specific policy recommendations to enhance the governance of natural resources and the environment and enhancing technical capacities of member countries to improve effective natural resource management policies. The expected progress is presented in the performance measure below (see table 16.17).

Table 16.17  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
A memorandum of understanding signed by ESCAP and the secretariat of the United Nations Framework Convention on Climate Change, the Kyoto Protocol and the Paris Agreement to strengthen regional climate action, with a focus on meeting the targets of the 2030 Agenda and the Paris Agreement of 2015	A set of pathways charted as the outcome of Asia-Pacific Climate Week 2019 and as a contribution to the 2019 Climate Action Summit, including energy transition; industry transition; resilience and adaptation; nature-based solutions; transport; infrastructure, cities and local action; enhancing ambition; low carbon and climate resilient development; and access to finance	Mongolia and Myanmar conducted an effective review of their nationally determined contributions processes and Mongolia updated its contribution	With the support of ESCAP, plans updated and revised by at least two countries to make their commitments to nationally determined contributions more ambitious	Plans updated and revised by two additional countries to make their commitments to nationally determined contributions more ambitious

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: member States strengthen regional cooperation on natural resource management, adopt sustainable urban development pathways and develop climate and air pollution mitigation actions**

**Proposed programme plan for 2022**

16.124 To support the Asia-Pacific region in the achievement of Sustainable Development Goals on climate action, clean water, responsible production and consumption and life below water, the subprogramme convened the sixth session of the Committee on Environment and Development to leverage a multitrack programme of engagement, including consideration of environmental solutions to accelerate the implementation of the 2030 Agenda for climate change, ecosystem health and clean air and cities for a sustainable future. The Committee decided to establish a technical expert group on environment and development to enhance regional exchange and to mobilize technical expertise in support of the Commission's efforts to accelerate environmental and sustainable development action.

*Lessons learned and planned change*

16.125 The lesson for the subprogramme was that the COVID-19 pandemic highlighted the need to reflect the close link between the preservation of the environment and healthy human populations in its capacity-building and technical assistance support for member States. In applying the lesson, the subprogramme will coordinate exchanges and capacity-building activities on the basis of integrated approaches that link healthy environments and healthy human societies and good policy practices for a sustainable and resilient recovery from the pandemic.

*Expected progress towards the attainment of the objective, and performance measure*

16.126 This work is expected to contribute to the objective, as demonstrated by the enhanced access of member States to technical expertise and capacity-building activities under the substantive coordination of the technical expert group on environment and development, to accelerate environmental and sustainable development action. (see table 16.18).

Table 16.18  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Member States call for expanding partnerships for sustainable development at the regional level, including in the area of climate change, at the Fifth Asia-Pacific Forum on Sustainable Development	Asia-Pacific Climate Week 2019 identifies pathways for climate action in the region, and its outcome contributes to the 2019 Climate Action Summit	The Committee on Environment and Development decided to establish the technical expert group on environment and development to enhance regional exchange and to mobilize technical expertise to accelerate environmental and sustainable development action	The technical expert group on environment and development is operational with full membership and a workplan	Member States have enhanced access to technical expertise and capacity-building activities under the substantive coordination of the technical expert group on environment and development to accelerate environmental and sustainable development action

## Legislative mandates

16.127 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028	75/212	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
71/256	New Urban Agenda		
74/212	International Day of Clean Air for blue skies	75/220	Harmony with Nature
		75/222	Combating sand and dust storms

### Economic and Social Council resolutions

2013/19	Conclusion of the work of the Commission on Sustainable Development	2017/24	Human settlements
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### Economic and Social Commission for Asia and the Pacific resolutions

70/11	Implementing the outcome of the Asia-Pacific Forum on Sustainable Development	72/9	Regional cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
70/12	Strengthening efforts on human settlements and sustainable urban development for the Asia-Pacific region	73/5	Strengthening Asia-Pacific’s support for the United Nations Conference to Support the Implementation of Sustainable Development Goal 14
71/9	Strengthening cooperation on sustainable management of water resources in Asia and the Pacific	74/4	Implementation of the Ministerial Declaration on Environment and Development for Asia and the Pacific, 2017
72/2	Statute of the Centre for Sustainable Agricultural Mechanization	75/4	Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific

## Deliverables

16.128 Table 16.19 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 16.19

### Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>9</b>	<b>1</b>	<b>2</b>
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Environment and Development	1	8	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>26</b>	<b>13</b>	<b>21</b>	<b>24</b>
3. Meetings of the Committee on Environment and Development	5	4	–	5
4. Meetings of the Governing Council of the Centre for Sustainable Agricultural Mechanization	2	2	2	2
5. Meetings of the Asian and Pacific Network for Testing of Agricultural Machinery	5	2	5	5

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
6. Meeting of the United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment	2	—	—	—
7. Expert group meetings for the implementation of internationally agreed agendas related to the environment and development	2	2	2	2
8. Expert group meetings on sustainable and resilient cities in the Asia-Pacific region	8	2	8	8
9. Policy forums on the greening of economic growth for sustainable development	2	1	4	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>5</b>
10. Capacity building projects on strengthening implementation and review of the 2030 Agenda for Sustainable Development	2	2	—	—
11. Capacity building projects on the sustainable management of natural resources	1	2	1	1
12. Capacity building project on sustainable urban development	1	2	3	1
13. Capacity building projects on sustainable agricultural mechanization	1	1	1	1
14. Capacity building projects on greening of economic growth	1	1	1	1
15. Capacity building project on supporting countries in Asia-Pacific to meet commitments to the Paris Agreement	1	2	3	1
<b>Seminars, workshops and training events (number of days)</b>	<b>4</b>	<b>11</b>	<b>11</b>	<b>13</b>
16. Workshops on integrated management of straw residue	—	—	1	1
17. Workshops on strengthening human resources for sustainable agricultural mechanization	3	2	2	1
18. Regional forums on sustainable agricultural mechanization in Asia and the Pacific	1	3	—	1
19. Workshops on promoting sustainable agricultural mechanization through South-South cooperation	—	—	2	1
20. Asia-Pacific Day of Ocean	—	1	1	1
21. Asia-Pacific Climate Week	—	—	5	5
22. International Day of Clean Air for blue skies	—	—	—	1
23. Executive training on environment and development	—	5	—	2
<b>Publications (number of publications)</b>	<b>1</b>	<b>—</b>	<b>2</b>	<b>1</b>
24. Publications on environment and development	1	—	1	1
25. Publication on progress towards sustainable urbanization in Asia-Pacific	—	—	1	—
<b>Technical materials (number of materials)</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>
26. Documents on the environment and development (policy briefs, knowledge products and case studies)	1	1	3	1
27. Documents on agricultural machinery	3	3	2	3

#### C. Substantive deliverables

**Consultation, advice and advocacy:** support for working groups on environment and development, including the Issue-based Coalition on Climate Change Mitigation; advisory support for task forces and regional initiatives on UN-Water and sustainable urban development; advisory support for the task forces of ESCAP Sustainable Business Network; and advisory support for the United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment.

**Databases and substantive digital materials:** e-learning courses on environment and implementation of the 2030 Agenda for regional and global access; and substantive blog posts for the ESCAP website for regional and global access.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** information material on agricultural mechanization; observances of United Nations international days, including special events on sustainable urban development and environment and development; and press interviews for major publications and events.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of ESCAP web pages of the subprogramme in three areas, including safeguarding natural resources, cities for a sustainable future, and green growth; and input for ESCAP social media platforms.				

## Subprogramme 5

### Information and communications technology and disaster risk reduction and management

#### Objective

16.129 The objective, to which this subprogramme contributes, is to strengthen ICT, space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific through regional cooperation and sharing of best practices.

#### Strategy

16.130 To contribute to the objective, the subprogramme will support member States by developing norms for inclusive digital connectivity, geospatial data-sharing and disaster resilience-building, supported by policy analysis and evidence-based research. In addition, capacity-building activities will be anchored in regional cooperation mechanisms that promote technical cooperation through South-South and North-South modalities and will be augmented by the programmes of the Asian and Pacific Training Centre for Information and Communication Technology for Development and the Asian and Pacific Centre for the Development of Disaster Information Management. The subprogramme also plans to promote regional policy dialogue and cooperation through expert group meetings on transboundary challenges related to connectivity and disaster risks, including those related to climate change and extreme weather events. The work of the subprogramme is expected to contribute to the achievement of all the Sustainable Development Goals, in particular, Goals 1, 4, 5, 9–11, 13–15 and 17.

16.131 The subprogramme also plans to promote building back better<sup>11</sup> with resilience, through implementation of the Asia-Pacific Information Superhighway initiative. In this context, the subprogramme will carry out diagnostic studies on the digital divide, assess policy and regulatory frameworks and provide gap analysis and policy recommendations, supplemented by advocacy, networking and partnerships in support of the regionally agreed framework.

16.132 The subprogramme will also continue to assist member States in harnessing the most recent advances in space technology applications and geospatial data. The subprogramme will facilitate timely and expanded access to space-derived geospatial data; pool expertise and resources at the regional and subregional levels; promote the sharing of knowledge and good practices; and create synergies with other existing regional initiatives. The work of the subprogramme will be anchored to regional cooperation mechanisms on regional space applications, drought monitoring and early

<sup>11</sup> In support of the Sendai Framework for Disaster Risk Reduction 2015–2030, priority 4: enhancing disaster preparedness for effective response and to “build back better” in recovery, rehabilitation and reconstruction.



warning, and geospatial information management. Implementation in this area will be guided by the Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030).

16.133 The subprogramme will further augment and leverage regional cooperation through the implementation of the activities of the Asia-Pacific Disaster Resilience Network and the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries, complemented by improved disaster information management through the services delivered by the Asian and Pacific Centre for the Development of Disaster Information Management.

16.134 In order to achieve its objective, the subprogramme will collaborate with relevant United Nations agencies, funds and programmes, including through the regional collaborative platform, international, regional and subregional organizations, regional development banks, community-based organizations, research institutes, associations and other civil society organizations.

16.135 The subprogramme plans to support member States on issues related to COVID-19 by strengthening human and institutional capacity to build back better with resilience. In particular, the subprogramme, inclusive of its regional institutions, will provide assistance in the advancement of digital transformations, the use of innovative geospatial data applications and the provision of targeted solutions for the special needs of countries that face a high disaster risk.

16.136 The above-mentioned work is expected to result in:

- (a) Improved cross-border broadband Internet and infrastructure connectivity;
- (b) Strengthened Internet traffic management in the most disconnected countries of the region;
- (c) Improved e-resilience and the cross-border interoperability of ICT networks that support disaster risk reduction and resilience;
- (d) More reliable, resilient and affordable broadband for all;
- (e) The anticipation of and reduction in disaster risks through improved intercountry sharing and interoperability of geospatial data, and early warning systems, especially for slow-onset disasters in high-risk and low-capacity developing countries.

16.137 The planned support on issues related to COVID-19 is expected to result in:

- (a) Promotion of a common understanding of the principles of geospatial data-sharing in the context of pandemics and of mapping pandemic risk hotspots, and enhancement of the interoperability of data across sectors through the development of common data formats;
- (b) Increased capacity of member States to bring broadband to all and to bolster network capacity for e-resilience in times of crisis-led surges in demand.

## **Programme performance in 2020**

16.138 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Enhancement of the capacity of countries to “build back better” in recovery, rehabilitation and reconstruction**

16.139 In 2020, the subprogramme continued its work on promoting the use of space applications to help countries to benefit from several regional mechanisms that have allowed policymakers, practitioners and scientists across the region to use and leverage satellite-derived data without needing a space programme of their own.

16.140 In the publication *Geospatial Practices for Sustainable Development in Asia and the Pacific 2020: A Compendium*, the subprogramme collected and documented more than 100 examples of good practices relating to space policies and legislation across Asia-Pacific, with the objective of raising awareness of the benefits and barriers to having access to space applications. The Compendium provides policymakers with guidance on how to replicate or tailor specific applications for different country contexts to achieve sustainable development across various sectors. Furthermore, it supports the streamlining of regional needs assessments and helps to match each country’s experiences with the needs for regional cooperation of other countries.

16.141 The subprogramme facilitated the regional sharing of georeferenced big data, the analysis of geospatial and temporal interlinkages and the understanding of risk correlations between COVID-19 and socioeconomic sectors (health, finance, connectivity, education, energy and safety). Two webinars were organized to support policymakers in addressing the question of how space technology applications could best be utilized to address the COVID-19 outbreak and potential future pandemics through enhanced regional cooperation and their role in monitoring and analysing the impact of COVID-19, as well as supporting response and recovery efforts.

#### *Progress towards the attainment of the objective, and performance measure*

16.142 The above-mentioned work contributed to the objective, as demonstrated by the implementation of the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030) at the country and subregional levels, including the establishment of an operational platform for enhanced capacity of Central Asian countries under the Regional Cooperative Mechanism for Drought Monitoring and Early Warning and the integration and application of ground-derived and space-derived data for effective monitoring of air pollution (see table 16.20).

**Table 16.20**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Member States adopted the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030), a needs-driven blueprint that harnesses space and geospatial applications, as well as digital innovations, to support countries, in particular those with special needs, in achieving the 2030 Agenda	Member States gained access to training materials and tools to enhance the use of space applications in line with needs identified through the Plan of Action	Implementation of the Plan of Action at the country and subregional levels, including the establishment of an operational platform for enhanced capacity of Central Asian countries under the Regional Cooperative Mechanism for Drought Monitoring and Early Warning and the integration and application of ground-derived and space-derived data for effective monitoring of air pollution

## Planned results for 2022

16.143 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: advanced subregional implementation of the Asia-Pacific Information Superhighway<sup>12</sup>**

#### **Programme performance in 2020**

16.144 The subprogramme prepared technical papers, including in-depth studies on the co-deployment of information and communications infrastructure with transport and energy infrastructure for specific countries and subregions. The subprogramme also organized the third session of the Committee on Information and Communications Technology, Science, Technology and Innovation, at which member States deliberated on bridging the digital divide for inclusive broadband access. Furthermore, the subprogramme organized the fourth session of the Asia-Pacific Information Superhighway Steering Committee, at which participants reviewed the progress made on the subregional implementation of the Master Plan for the Asia-Pacific Information Superhighway and discussed the future direction for the next phase of its implementation (2022–2026).

16.145 The subprogramme continued its work on promoting inclusive regional broadband connectivity. Progress was also made on the establishment of carrier-neutral Internet exchange points in the Pacific island economies that will increase intraregional content exchange and improve the reliability, quality and cost of Internet connectivity. An in-depth study determined the technical feasibility of such a proposal, and consultations with the Pacific island economies are now under way on establishing the operational modalities.

16.146 The above-mentioned work contributed to the development and implementation of eight broadband network initiatives within the subregional implementation plans for the Asia-Pacific Information Superhighway, which met the planned target reflected in the proposed programme budget for 2020.

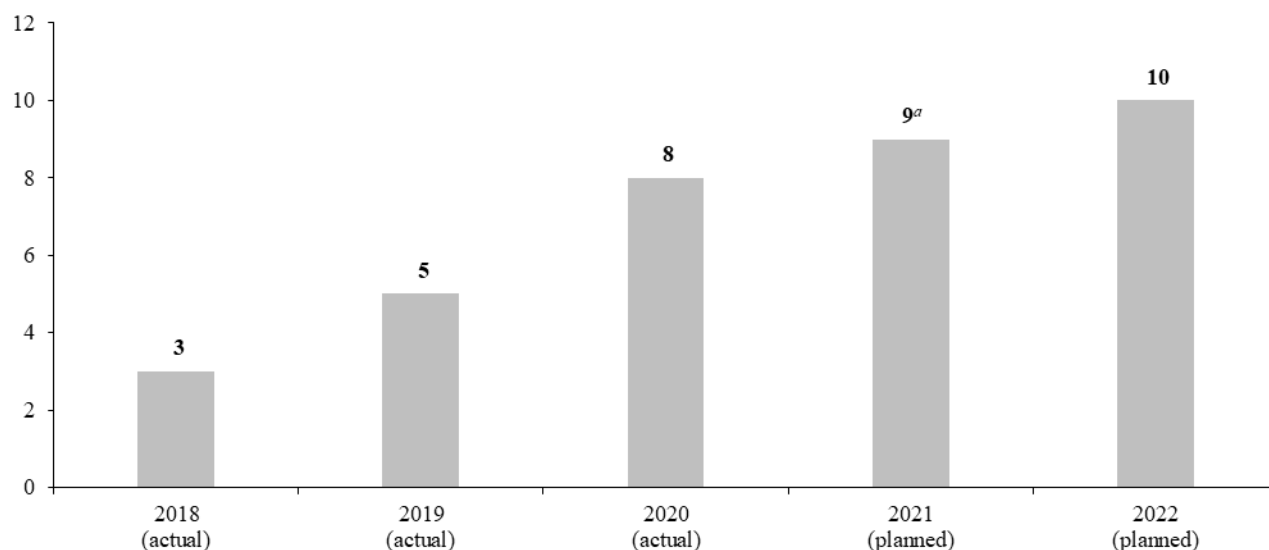
#### **Proposed programme plan for 2022**

16.147 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 the preparation of the action plan for the next phase of implementation of the Master Plan for the Asia-Pacific Information Superhighway, 2022–2026, for the consideration of and adoption by the Steering Committee at its fourth session, in 2022. This will lead to strengthened and sustained regional cooperation in broadband connectivity through the Asia-Pacific Information Superhighway initiative beyond 2021. The expected progress is presented in the performance measure below (see figure 16.III).

<sup>12</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

Figure 16.III

**Performance measure: total number of broadband network initiatives developed and implemented within subregional implementation plans for the Asia-Pacific Information Superhighway (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: accelerating regional policy coordination for risk-informed and climate-resilient development<sup>13</sup>**

### **Programme performance in 2020**

16.148 The subprogramme has worked on operationalizing the Asia-Pacific Disaster Resilience Network through its various activities. In conjunction with the World Meteorological Organization (WMO), the regional climate outlook forums in Asia and the Pacific and other stakeholders of climate services, the subprogramme has been developing an impact-based forecasting methodology based on seasonal consensus forecast products. The subprogramme produced a policy study on protecting the most vulnerable to cascading risks from climate extremes and COVID-19 in South Asia and an impact-based forecasting methodology paper for the seventeenth session of the South Asian Climate Outlook Forum. The subprogramme also co-organized the sixteenth session of the Forum on Regional Climate Monitoring, Assessment and Prediction for Asia, at which participants reviewed the progress made in climate monitoring and prediction, focusing on seasonal to inter-annual climate prediction methodologies and systems, and discussed climate impacts and services. Furthermore, the subprogramme published the second edition of *Ready for the Dry Years: Resilience to Drought in South-East Asia*, directly contributing to ASEAN policymaking processes. The subprogramme also implemented a series of capacity development activities, including a webinar series, addressing the growing risk of the disaster-climate-health nexus, hazard complexities and the cascading disasters that are occurring in the context of the COVID-19 pandemic. The subprogramme has also extended technical support to countries, which has resulted in improved risk knowledge and availability of risk information and the mobilization of ESCAP member States and partner institutions to support specific priorities of the ASEAN

<sup>13</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Agreement on Disaster Management and Emergency Response and of other subregions.

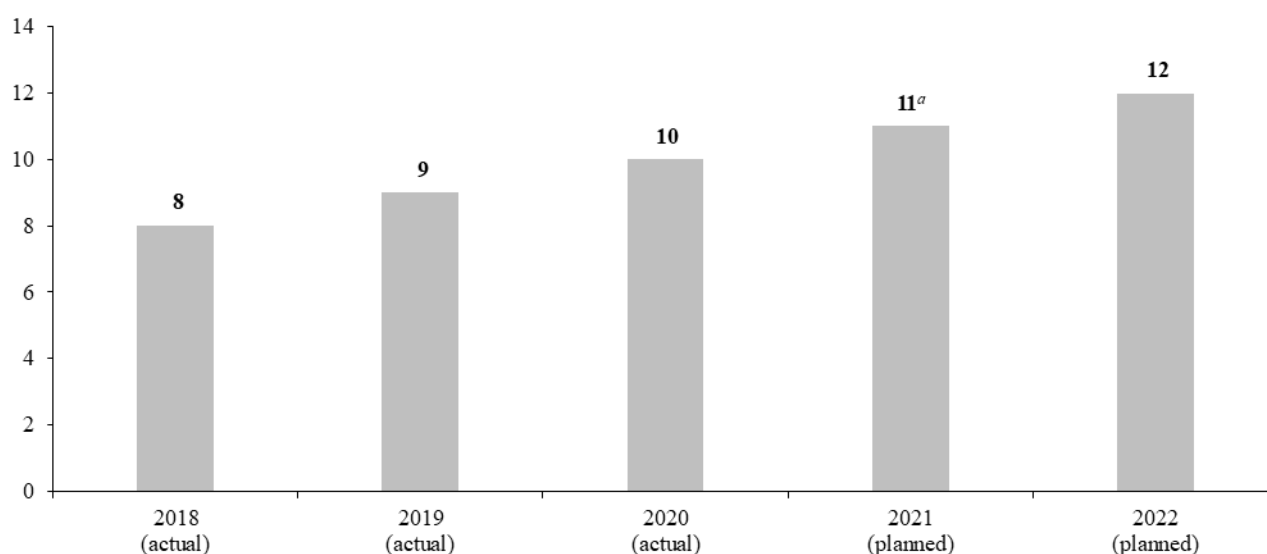
16.149 The above-mentioned work contributed to 10 initiatives by member States for improving disaster resilience, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

16.150 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 prioritize its efforts with regard to transboundary river basin floods and slow-onset disasters (drought, desertification and sand and dust storms). The subprogramme will also continue to work on promoting the inclusion and empowerment of at-risk communities in disaster risk hotspots; improving disaster risk information and knowledge and promoting regional cooperation to reduce the risk of transboundary hazards; capitalizing on existing multi-tier partnership networks to build regional cooperation with regard to slow-onset disasters and floods; and promoting solutions through the uptake of innovative technology applications. The expected progress is presented in the performance measure below (see figure 16.IV).

Figure 16.IV

**Performance measure: total number of initiatives for improving disaster resilience (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: bridging development divides through accelerated access to affordable and resilient digital connectivity**

#### **Proposed programme plan for 2022**

16.151 According to International Telecommunication Union (ITU) statistics, approximately 5 per cent of the population in Asia and the Pacific has no access to the Internet. Of those that have Internet access, it is estimated that some two thirds are underconnected, with lower-income and geographically remote countries remaining the most disconnected and benefiting the least from the transformative

opportunities for sustainable development that have benefited billions of people in the region.

16.152 Given that all aspects of daily life have moved to digital formats during the COVID-19 pandemic, evidence is mounting that the digital divide is accentuating development gaps. Inequalities between rural and urban areas, knowledge gaps between children with and without Internet access and rising unemployment among the poor threaten to reverse the development gains made over the past two decades.

16.153 The subprogramme continued to support member States in line with the four pillars of the Asia-Pacific Information Superhighway initiative, namely, infrastructure connectivity, efficient Internet traffic and network management, e-resilience and affordable broadband access for all. For example, the subprogramme further strengthened capacities in Kazakhstan, Kyrgyzstan and Mongolia to develop relevant policies and mechanisms for infrastructure connectivity, including co-deployment opportunities across the energy, transport and ICT sectors. To enhance the capacity of member States to implement national strategies for improving the efficiency of Internet traffic management between Pacific island countries and between the Pacific and Asia, the subprogramme conducted working group meetings and capacity training on operational modalities for Internet exchange points.

#### *Lessons learned and planned change*

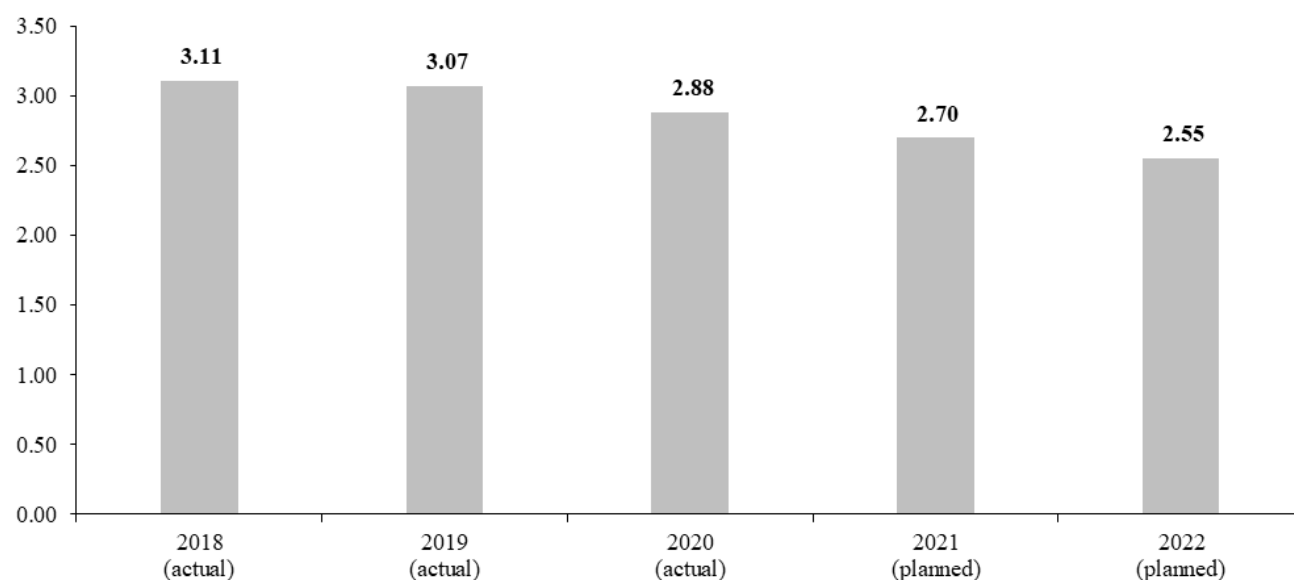
16.154 The lesson for the subprogramme was that no fully exhaustive risk assessment or forecasting had been carried out to analyse the possible impact of a crisis such as the COVID-19 pandemic on Internet dependence and usage, as well as on the existing digital divide. In applying the lesson, the subprogramme will seek ways to incorporate experiences of the pandemic into the next phase of the Master Plan for the Asia-Pacific Information Superhighway while accelerating the implementation of the initiative, including through the newly established working groups for improving the efficiency of Internet traffic management in countries in special situations (Pacific island countries, Cambodia, Lao People's Democratic Republic, Myanmar and Viet Nam). In 2022, the subprogramme will also provide analytical products and facilitate intergovernmental deliberations on progress towards bridging the digital divide for inclusive broadband access. The member States will review and discuss this progress during the fourth session of the Committee on Information and Communications Technology, Science, Technology and Innovation. The work of the subprogramme will support the development of a new action plan for the next phase of the Asia-Pacific Information Superhighway, which will be discussed at the sixth session of the Steering Committee.

#### *Expected progress towards the attainment of the objective, and performance measure*

16.155 This work is expected to contribute to the objective, as demonstrated by declining monthly expenditure in Asia-Pacific on fixed and mobile broadband subscriptions as a percentage of gross national income per capita (see figure 16.V).

Figure 16.V

**Performance measure: monthly expenditure in Asia-Pacific on fixed and mobile broadband subscriptions as a percentage of gross national income per capita**



## Legislative mandates

16.156 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

<a href="#">70/125</a>	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	<a href="#">74/229</a>	Science, technology and innovation for sustainable development
		<a href="#">75/124</a>	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
<a href="#">74/82</a>	International cooperation in the peaceful uses of outer space	<a href="#">75/202</a>	Information and communications technologies for sustainable development
<a href="#">74/115</a>	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	<a href="#">75/216</a>	Disaster risk reduction
		<a href="#">75/222</a>	Combating sand and dust storms

### *Economic and Social Council resolutions*

<a href="#">2015/14</a>	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	<a href="#">2018/14</a>	Strategic Framework on Geospatial Information and Services for Disasters
<a href="#">2015/31</a>	Establishment of the Asian and Pacific Centre for the Development of Disaster Information Management	<a href="#">2019/24</a>	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
<a href="#">2016/27</a>	Strengthening institutional arrangements on geospatial information management		

### *Economic and Social Commission for Asia and the Pacific resolutions*

<a href="#">71/12</a>	Strengthening regional mechanisms for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific	<a href="#">72/7</a>	Regional cooperation to combat sand and dust storms in Asia and the Pacific
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72/10	Regional review of the implementation of the World Summit on the Information Society action lines	74/6	Advancing disaster-related statistics in Asia and the Pacific
72/11	Advancing disaster-related statistics in Asia and the Pacific for implementation of internationally agreed development goals	75/5	Implementation of the Ulaanbaatar Declaration of the 2018 Asian Ministerial Conference on Disaster Risk Reduction
73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific	75/6	Implementation of the Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030)
73/7	Enhancing regional cooperation for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific	75/7	Advancing the implementation of the Asia-Pacific Information Superhighway initiative through regional cooperation

## Deliverables

16.157 Table 16.21 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 16.21

### Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>5</b>	<b>10</b>	<b>5</b>	<b>7</b>
1. Reports for ESCAP	1	2	3	1
2. Reports for the Committee on Disaster Risk Reduction	–	–	2	–
3. Reports for the Committee on Information and Communications Technology, Science, Technology and Innovation	4	8	–	4
4. Reports for the fourth Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific	–	–	–	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>35</b>	<b>20</b>	<b>34</b>	<b>32</b>
5. Meetings of the Committee on Information and Communications Technology, Science, Technology and Innovation	3	2	–	3
6. Meetings of the Committee on Disaster Risk Reduction	–	–	6	–
7. Meetings of the fourth Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific	–	–	–	2
8. Meetings of the Governing Council of the Asian and Pacific Training Centre for Information and Communication Technology for Development	4	2	4	2
9. Meetings of the Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management	4	2	4	1
10. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Innovation and Technology for Sustainable Development	4	2	4	4
11. Meetings of the WMO/ESCAP Panel on Tropical Cyclones	4	3	4	4
12. Meetings of the Intergovernmental Consultative Committee on the Regional Space Applications Programme for Sustainable Development	4	2	4	4
13. Meetings of the ESCAP/WMO Typhoon Committee	4	6	4	4
14. Expert group meetings on space applications	4	1	–	4



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
15. Expert group meetings on the Asia-Pacific Information Superhighway	4	—	—	4
16. Expert group meetings on disaster risk reduction	—	—	4	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>6</b>	<b>10</b>	<b>6</b>	<b>6</b>
17. Capacity-building projects on disaster information management	1	1	1	1
18. Capacity-building projects on disaster risk reduction	2	2	2	2
19. Capacity-building projects on ICT	2	2	2	2
20. Capacity-building projects on space technology applications	1	5	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>14</b>	<b>14.5</b>	<b>14</b>	<b>10</b>
21. Training events on ICT	14	14.5	14	10
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>
22. Publications on disaster risk management	1	1	1	2
23. Publication on geospatial practices for sustainable development in South-East Asia	—	—	—	1
24. Publication on digital transformation for sustainable development	—	—	—	1
<b>Technical materials</b> (number of materials)	<b>9</b>	<b>14</b>	<b>8</b>	<b>6</b>
25. Technical papers on disaster information management	1	1	—	2
26. Technical papers on disaster risk reduction	1	5	—	1
27. Technical papers on ICT	6	6	6	2
28. Technical paper on infrastructure resilience	—	—	1	—
29. Technical papers on geospatial information applications	1	2	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> support for working groups on disaster risk reduction and resilience, including the Issue-Based Coalition on Building Resilience; advisory support for the task forces of the ESCAP Sustainable Business Network; advisory support for committees and organizations on issues related to disaster risk reduction, space applications and ICT.				
<b>Databases and substantive digital materials:</b> guidelines on space technology applications for regional and global access; guidelines for the development and management of disaster information databases and spatial data infrastructure; substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> briefing notes and case studies on ICT; brochures on disaster information management; press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating of content for the Asian and Pacific Training Centre for Information and Communication Technology for Development Virtual Academy and the online presence of the Asian and Pacific Centre for the Development of Disaster Information Management; regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in seven areas, including the Asia-Pacific Information Superhighway, building resilience to disasters, e-resilience, regional cooperation in disaster risk reduction, monitoring drought from space, integration of geospatial information for resilience-building, and space and geospatial information systems for disaster management; regular, typically monthly, updating and maintenance of the website of the Asian and Pacific Centre for the Development of Disaster Information Management; inputs for ESCAP social media platforms; operationalization of the disaster information portal of the Asian and Pacific Centre for the Development of Disaster Information Management.				

## **Subprogramme 6**

### **Social development**

#### **Objective**

16.158 The objective, to which this subprogramme contributes, is to realize inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific, with a focus on population and development, social protection, disability, and gender equality and the empowerment of women.

#### **Strategy**

16.159 To contribute to the objective, the subprogramme, in close collaboration with relevant partners, including the United Nations Population Fund, the International Labour Organization (ILO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will bring together Governments on critical issues related to social development in the region. These intergovernmental processes will be informed by analysis and will draw upon the complementary strengths of ESCAP in terms of its regional convening power and the capacity of United Nations agencies, funds and programmes to support national implementation to advance the Sustainable Development Goals.

16.160 The subprogramme will strengthen the evidence base with regard to population and development issues, with a focus on ageing, migration and population dynamics, poverty reduction and leaving no one behind, so as to support Governments in the further implementation of the Programme of Action of the International Conference on Population and Development. The subprogramme will facilitate the monitoring of the implementation of the Asian and Pacific Ministerial Declaration on Population and Development through the framework that was endorsed at the sixth session of the Committee on Social Development. This work will help member States to make progress towards the achievement of Sustainable Development Goals 1, 3–5, 8, 10 and 17.

16.161 The subprogramme will continue to provide support to member States in identifying the population groups that are at the highest risk of being left behind through its newly developed Leave No One Behind methodology, analytical reports, capacity-building and training. In line with the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, the subprogramme will consolidate national progress and experiences with regard to extending social protection coverage in periodic progress reports; develop a regional platform for member States to share good practices, capacity development tools and training sessions; and provide new and innovative analytical tools and products and capacity development to Governments. This work will help member States to make progress towards the achievement of Sustainable Development Goals 1, 3, 5, 8, 10 and 17.

16.162 The subprogramme will be guided by the Convention on the Rights of Persons with Disabilities and the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific. The subprogramme will conduct research and analysis and provide capacity-building support to member States on building disability-inclusive societies and will support other subprogrammes in mainstreaming disability inclusion. This work will help member States to make progress towards the achievement of Sustainable Development Goals 1, 4, 8, 10, 11 and 17.

16.163 The subprogramme will also continue to follow up on the outcomes of the Asia-Pacific regional 25-year review of the implementation of the Beijing Declaration and Platform for Action (Beijing+25), by supporting Governments in accelerating the

implementation of the Beijing Declaration and Platform for Action. The subprogramme will provide technical assistance in developing gender-responsive policies in the context of economic empowerment and entrepreneurship for women and will support other subprogrammes in mainstreaming gender. This work will help member States to make progress towards the achievement of Sustainable Development Goals 1, 5, 8, 10 and 17.

16.164 The subprogramme plans to support member States on issues related to COVID-19, such as mitigating the adverse effects of the pandemic on the economic empowerment of women, including by assisting them in bridging gaps in the legal framework for micro-, small and medium-sized enterprises and in designing strategies and policy provisions specific to women-led micro-, small and medium-sized enterprises to help them to recover from the shocks induced by COVID-19. The subprogramme will deliver this support through knowledge products, seminars and technical advice to the institutions and stakeholders concerned.

16.165 The above-mentioned work is expected to result in:

- (a) The development of regional frameworks for social development;
- (b) The development of responsive policies and programmes in the domain of population dynamics and social development;
- (c) Enhanced skills and knowledge to enable countries to design and implement inclusive social protection policies;
- (d) Support for national policies and strategies to advance gender equality and women's empowerment, including gender-sensitive business development and investment policies and programmes;
- (e) Improved national policies and programmes in support of disability-inclusive development.

16.166 The planned support on issues related to COVID-19 is expected to result in the design and implementation of inclusive strategies by member States to recover from the shocks caused by COVID-19.

## **Programme performance in 2020**

16.167 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Inclusive national policies in the area of gender equality and empowerment of women**

16.168 The subprogramme convened an expert group meeting in September 2020 to advance the implementation of the Asia-Pacific Declaration on Advancing Gender Equality and Women's Empowerment of 2019. In addition, two subregional meetings were convened in order to encourage policy dialogue, capacity-building and networking for stakeholders from relevant key ministries and national women's machineries. The events facilitated the exchange of knowledge, good practices and lessons learned by stakeholders in the progressive implementation of commitments made at the 25-year review of the implementation of the Beijing Declaration and Platform for Action in the context of the COVID-19 pandemic. Key recommendations were formulated to realize the ambitions of the Beijing Declaration and Platform for Action and the 2030 Agenda.

16.169 The subprogramme also supported six countries (Bangladesh, Cambodia, Fiji, Nepal, Samoa and Viet Nam) in accelerating their efforts towards advancing gender equality and women's economic empowerment through the project entitled Catalyzing Women's Entrepreneurship. The subprogramme assisted policymakers and regulators in developing gender-sensitive policies for micro-, small and medium-sized enterprises that included special provisions for women entrepreneurs. It provided capacity-building support to establish an interministerial and multi-stakeholder platform to foster an enabling policy and business environment for entrepreneurship by women in the target countries. Furthermore, the subprogramme partnered with several government bodies across the six countries, promoting inclusive entrepreneurship in various strategic areas. Technical assistance and tools tailored to specific country contexts were provided through policy dialogues, expert group meetings and other capacity development initiatives.

*Progress towards the attainment of the objective, and performance measure*

16.170 The above-mentioned work contributed to the objective, as demonstrated by the implementation in Viet Nam of a national policy to support women-owned micro-, small and medium-sized enterprises affected by the COVID-19 pandemic, and the establishment in Cambodia of the Women's Entrepreneurship Development Centre, both of which supported the achievement of the aims that emerged from the 25-year review of the implementation of the Beijing Declaration and Platform for Action (see table 16.22).

Table 16.22  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
19 countries agreed on key strategies to empower rural women and girls at the Asia-Pacific high-level meeting for the sixty-second session of the Commission on the Status of Women	Adoption of a ministerial declaration at the Beijing+25 Review including a call to intensify actions to realize the equal rights of women for an equal future by 2030	Two member States (Cambodia and Viet Nam) took policy action towards the achievement of the aims that emerged from the Beijing+25 Review

## **Planned results for 2022**

16.171 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: inclusive national policies to protect and empower vulnerable and marginalized groups<sup>14</sup>**

#### **Programme performance in 2020**

16.172 The subprogramme has focused on the realization of inclusive and equitable societies that empower, protect and leave no one behind. In the area of migration and population ageing, the subprogramme supported the Asia-Pacific Regional Review of Implementation of the Global Compact for Safe, Orderly and Regular Migration. As part of preparations for the Review, ESCAP and the Regional United Nations Network on Migration for Asia and the Pacific collaborated on the *Asia-Pacific Migration*

<sup>14</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

*Report 2020*, including the organization of an expert group meeting on how to tailor the report for maximum impact to benefit migrants, especially the most vulnerable. A special chapter is focused on the impact of COVID-19 on migrants and their families. Consultations with relevant stakeholders began on the Review to ensure that the whole-of-society approach was followed in reviewing the implementation of the Global Compact.

16.173 In the area of disability, the subprogramme developed policy guidance and organized a regional web-based forum on formulating disability-inclusive responses to COVID-19 at the onset of the pandemic, to provide timely technical support to ESCAP member States in protecting and empowering persons with disabilities during the pandemic. Subsequently, the subprogramme convened the sixth session of the Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2013–2022, for representatives of Governments and civil society organizations to provide updates on efforts and share experiences in progress towards disability inclusion, including initiatives to support and empower persons with disabilities in the context of the COVID-19 pandemic, and to discuss the preparatory process for the conclusion of the Decade. At the session, three ESCAP member States (Bangladesh, China and Samoa) reported on progress in developing disability-inclusive COVID-19 responses, all of which were in alignment with the ESCAP policy guidance on the topic. A policy paper on promoting employment for persons with disabilities in the Asia-Pacific region was prepared and disseminated to ESCAP members and associate members. The ESCAP secretariat also provided technical support for the development of the monitoring and evaluation framework of the ASEAN Enabling Masterplan 2025: Mainstreaming the Rights of Persons with Disabilities.

16.174 The above-mentioned work contributed to the development and implementation of evidence-informed socially inclusive policies by three ESCAP member States (Bangladesh, China and Samoa) to ensure that no one was left behind, in particular in the context of the COVID-19 pandemic, which met the planned target reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

16.175 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will support the implementation of the Global Compact for Safe, Orderly and Regular Migration and the Madrid International Plan of Action on Ageing, as well as the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific and the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy. The expected progress is presented in the performance measure below (see table 16.23).

**Table 16.23**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
ESCAP member States with limited capacity to address inequality and marginalized groups through policies	ESCAP member States identify priority areas for country-specific policies for population groups that are left behind, including by	Three ESCAP member States developed and implemented evidence-informed socially inclusive policies to ensure that no one was left	At least six ESCAP member States adopt and implement policies that realize inclusive and equitable societies that protect,	Three additional ESCAP member States adopt and implement policies that realize inclusive and equitable societies that protect,

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
	developing solid evidence bases	behind, in particular in the context of the COVID-19 pandemic	empower and leave no one behind	empower and leave no one behind

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: developing and implementing a modality for strengthening regional cooperation on social protection in Asia and the Pacific<sup>15</sup>**

### **Programme performance in 2020**

16.176 To contribute to the realization of inclusive national policies to protect and empower vulnerable and marginalized groups, the subprogramme provided innovative analytical support on leaving no one behind to the Governments of five member States (Cambodia, Kyrgyzstan, Nepal, Thailand and Turkmenistan), primarily through resident coordinator offices and United Nations country teams. The subprogramme's technical input was incorporated into common country assessments and joint programmes developed by United Nations country teams; this ensured that concerted support for the member States was based on the most recent available data and up-to-date and targeted technical expertise on leaving no one behind. The analysis used nationally representative household surveys to identify the groups that were furthest behind in terms of access to various opportunities, including in health, education and nutrition, on the basis of the shared circumstances of these groups, relating, for example, to gender, residence and wealth. The subprogramme has recently incorporated vulnerabilities related to the COVID-19 pandemic in this analysis.

16.177 The subprogramme also helped to enhance the skills of policymakers with regard to designing and implementing inclusive social protection policies, convened the second strategic dialogue on social protection and continued to expand and develop the Social Protection Toolbox. Furthermore, in 2020, the theme of the publication *Social Outlook for Asia and the Pacific* was "The Protection We Want"; the publication contains tailored recommendations on ways in which countries with different coverage levels can achieve social protection for all. The subprogramme also launched a regional review of social protection policies and measures introduced to alleviate the impacts of the pandemic on the most vulnerable population groups.

16.178 The subprogramme also worked with experts to develop the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, which was endorsed by the Committee on Social Development at its sixth session and includes actions for closer regional cooperation in the development and implementation of inclusive social protection systems.

16.179 The above-mentioned work contributed to the adoption of the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, which met the planned target of adoption of the regional modality on social protection by Asia-Pacific countries at the sixth session of the Committee on Social Development, reflected in the programme budget for 2021.

<sup>15</sup>As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

16.180 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 technical advice and capacity-building support to member States on strengthening their social protection systems, in line with their national priorities and guided by the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific. The expected progress is presented in the performance measure below (see table 16.24).

Table 16.24  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Countries request the ESCAP secretariat to explore and develop a regional modality on social protection at the fifth session of the Committee on Social Development	19 Asia-Pacific countries officially nominate representatives to a group of experts to develop a draft regional modality	The Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific was adopted by Asia-Pacific countries at the sixth session of the Committee on Social Development	ESCAP member States use the new ESCAP tools and the regional modality to broaden national social protection coverage	Through a regional platform, member States participate in peer learning and sharing of good practices to strengthen regional cooperation in social protection

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: advancing data and guidance for evidence-based policy related to population ageing, in line with the Madrid International Plan of Action on Ageing and the 2030 Agenda for Sustainable Development

#### Proposed programme plan for 2022

16.181 In 2020, ESCAP compiled data on population ageing and information on existing policies on older persons in Asia and the Pacific. The results from the analysis showed that the populations of countries in the region were ageing rapidly and that older persons, in particular older women, were the most likely to be marginalized and vulnerable. In addition, the analysis showed that data and information with regard to policies on ageing, covering most countries in the region, were not widely available, comparable or timely. In 2020, in response to requests from member States to the secretariat, the subprogramme commenced work to identify indicators, collect data and analyse the situation of the older population in the region, and review current policies and develop new forward-looking policies to address the challenges linked to population ageing. This work will feed into the regional review of the implementation of the Madrid International Plan of Action on Ageing in 2022. The review will also provide the basis for future work on population ageing, given that the populations of countries in the region will continue to age rapidly and more countries will be concerned about how to address population ageing in the years to come.

*Lessons learned and planned change*

16.182 The lesson for the subprogramme was that the limited amount of age-disaggregated data was a barrier to designing effective policies for older persons in the context of sustainable development. In applying the lesson, the subprogramme will launch a survey on the implementation of the Madrid International Plan of Action on Ageing, with a focus on ageing indicators and data and on policies related to population ageing. The survey analysis will inform the regional review in 2022; engagement with member States on the survey will increase their collaboration in the collection of age-disaggregated data and information on policies for older persons. Using the results from the survey, the subprogramme will further focus its capacity-building programme on addressing the specific concerns of member States, for example, by prioritizing work on data and ageing policies, with an emphasis on the needs of older women, in particular social protection throughout the life cycle, and policies on women's economic empowerment and entrepreneurship and on enhancing women's access to finance and ICT. Given that the proportion of persons with disabilities will increase in ageing societies, the subprogramme will focus on supporting member States in designing policies to address the accessibility challenges faced by older persons. In addition, migration can mitigate some of the effects of population ageing on labour markets. Therefore, the subprogramme will provide analytical and technical cooperation to those member States in which ageing leads to increased demand for migrant workers. Specifically, the subprogramme will assess progress in the implementation of the Madrid International Plan of Action on Ageing so as to inform member States' deliberations on the priority areas for the further implementation of the Plan.

*Expected progress towards the attainment of the objective, and performance measure*

16.183 This work is expected to contribute to the objective, as demonstrated by member States endorsing recommendations for action at the regional and national levels, in accordance with the Madrid International Plan of Action on Ageing and the 2030 Agenda, to address the economic and social impacts of population ageing, especially on older women (see table 16.25).

Table 16.25  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Member States requested regional commissions to continue to facilitate the further implementation of the Madrid International Plan of Action on Ageing, on the basis of priorities identified in the outcomes of their regional reviews and appraisal exercises and as a modality for the inclusion of older persons in the	ESCAP member States identify priority areas for country-specific policies on population ageing, with a focus on data and identifying good practices for population policies	ESCAP member States support mapping of policies on population ageing and the collection of data to monitor population ageing	ESCAP member States review current policies and the availability of data to address the challenges of population ageing as they relate to the Madrid International Plan of Action on Ageing and the 2030 Agenda	ESCAP member States endorse recommendations for action at the regional and national levels, in accordance with the Madrid International Plan of Action on Ageing and the 2030 Agenda, to address the economic and social impacts of population ageing,



2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
implementation and attainment of the 2030 Agenda and the Sustainable Development Goals				especially on older women

## Legislative mandates

16.184 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

49/128	Report of the International Conference on Population and Development	74/128	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
65/234	Follow-up to the International Conference on Population and Development beyond 2014		
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	75/131	United Nations Decade of Healthy Ageing (2021–2030)
68/4	Declaration of the High-level Dialogue on International Migration and Development	75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	75/152	Follow-up to the Second World Assembly on Ageing
73/195	Global Compact for Safe, Orderly and Regular Migration	75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls
73/326	Format and organizational aspects of the international migration review forums		
74/121	Policies and programmes involving youth	75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls
		75/226	International migration and development

### *Economic and Social Council resolutions*

2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda	2018/8	Future organization and methods of work of the Commission on the Status of Women
		2019/4	Future organization and methods of work of the Commission for Social Development
2016/25	Future organization and methods of work of the Commission on Population and Development	2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002		

### *Economic and Social Commission for Asia and the Pacific resolutions and decisions*

66/12	Sixth Asian and Pacific Population Conference	67/8	Strengthening social protection systems in Asia and the Pacific
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region	67/9	Asia-Pacific regional review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
67/6	Enhancing accessibility for persons with disabilities at ESCAP		

68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014	71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013–2022	74/7	Towards disability-inclusive sustainable development: implementation of the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy
69/13	Implementation of the Ministerial Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2013–2022, and the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific	74/11	Strengthening regional cooperation to tackle inequality in all its forms in Asia and the Pacific
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing	Decision 74/26	Report of the Asia-Pacific Intergovernmental Meeting on the Third Review and Appraisal of the Madrid International Plan of Action on Ageing
70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific	Decision 75/7	Report of the Midterm Review of the Asia and Pacific Ministerial Declaration on Population and Development including the Chair's summary

## Deliverables

16.185 Table 16.26 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 16.26

### Subprogramme 6: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>6</b>	<b>5</b>	<b>3</b>	<b>7</b>
1. Reports for ESCAP	1	3	3	1
2. Reports for the Committee on Social Development	2	2	–	2
3. Reports for intergovernmental meetings on social development	3	–	–	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>34</b>	<b>21</b>	<b>18</b>	<b>32</b>
4. Meetings of the Committee on Social Development	6	4	–	6
5. Intergovernmental meetings on social development	6	–	–	12
6. Meetings of the Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2013–2022	4	2	4	–
7. Meetings of the United Nations Special Programme for the Economies of Central Asia Thematic Working Group on Gender and Sustainable Development Goals	2	1	2	2
8. Expert group meetings on gender equality	4	2	–	–
9. Expert group meetings on disability inclusion	–	–	4	4
10. Expert group meetings on social policies	8	8	4	4
11. Expert group meetings on population	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>8</b>	<b>11</b>	<b>9</b>	<b>6</b>
12. Capacity-building projects on gender equality	3	3	4	1
13. Capacity-building projects on population and development	1	3	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
14. Capacity-building projects on disability inclusion	3	4	3	3
15. Capacity-building projects on inequality	1	1	1	1
<b>Publications</b> (number of publications)	<b>5</b>	<b>4</b>	<b>1</b>	<b>3</b>
16. Publications on gender equality	1	1	–	–
17. Publications on disability inclusion	–	–	1	1
18. <i>Social Outlook for Asia and the Pacific</i>	1	1	–	1
19. Publications on population and development	1	1	–	1
20. <i>Asia-Pacific Sustainable Development Journal</i>	2	1	–	–
<b>Technical materials</b> (number of materials)	<b>12</b>	<b>10</b>	<b>11</b>	<b>11</b>
21. Policy papers on gender equality	1	1	1	1
22. Policy papers on disability inclusion	1	1	1	1
23. Policy papers on population	2	2	2	2
24. Policy papers on inequality	3	2	2	2
25. Datasheets on population	1	1	1	1
26. Policy briefs on social development	4	3	4	4

#### C. Substantive deliverables

**Consultation, advice and advocacy:** support for working groups on issues related to social development, including the Issue-Based Coalition on Inclusion and Empowerment; advisory support for the task forces of the ESCAP Sustainable Business Network.

**Databases and substantive digital materials:** online databases and resource facilities on social development for regional and global access; substantive blog posts for the ESCAP website for regional and global access.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** observances of United Nations international days, including special events on gender equality, population and disability inclusion; media outreach on special events; websites on social development; press interviews for major publications and events.

**External and media relations:** press releases and op-ed articles on the work and activities of the subprogramme.

**Digital platforms and multimedia content:** regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in nine areas, including ageing societies, disability-inclusive development, gender equality and women's empowerment, inequality and leaving no one behind, international migration, population and development, social inclusion, social protection and youth empowerment; inputs for ESCAP social media platforms.

## Subprogramme 7 Statistics

### Objective

16.186 The objective, to which this subprogramme contributes, is to improve the availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific.

### Strategy

16.187 To contribute to the objective, the subprogramme, including the Statistical Institute for Asia and the Pacific, will provide technical assistance, training and capacity-building support to strengthen national statistical capacity to produce, disseminate and communicate statistical products and services, with a focus on modernizing national statistical systems and empowering national statistical offices in the region to benefit from the data sources generated by different components of

national data ecosystems, including administrative data and big data produced and owned by other governmental agencies and the private sector.

16.188 The subprogramme will also provide statistical products and services, such as the *Asia and the Pacific SDG Progress Report* and the Asia-Pacific Sustainable Development Goals Gateway, that make regional data and official statistics accessible and enable assessment of progress in the Asia-Pacific region towards achieving the Sustainable Development Goals. In addition, the subprogramme will develop or support the production of knowledge products in the form of research papers, working papers, statistics briefs and blogs to raise awareness of and share knowledge and experience around official statistics.

16.189 The subprogramme will also promote cooperation and facilitate consensus-building among member States, regional entities and other partners working in data and statistics through regional and country-specific initiatives. This includes, among others, advancing the Declaration on Navigating Policy with Data to Leave No One Behind, in cooperation with member States and development partners, which will constitute the bedrock for enhanced statistical capacity in Asia and the Pacific. The subprogramme's work will help member States to make progress towards the achievement of all the Sustainable Development Goals.

16.190 The subprogramme plans to support member States on issues related to COVID-19 by expanding its work to transform national statistical systems so that they are resilient to future shocks similar to the COVID-19 pandemic. To this end, the subprogramme will provide technical assistance, training and capacity-building support and will promote cooperation and consensus-building, in particular through virtual platforms.

16.191 The above-mentioned work is expected to result in improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific.

16.192 The planned support on issues related to COVID-19, if required in 2022, is expected to result in national statistical systems being equipped to review progress in the implementation of the 2030 Agenda in the face of future shocks similar to the COVID-19 pandemic.

## **Programme performance in 2020**

16.193 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 resilience of national statistical systems despite COVID-19**

16.194 The subprogramme initiated the Asia-Pacific Stats Café event series to provide a forum for discussing urgent needs of national statistical systems arising from the unprecedented situation of the COVID-19 pandemic, such as how to continue data collections under lockdown. The target audience included chief statisticians, staff from national statistical offices and other parts of national statistical systems across the region, United Nations country team staff and development partners. Seven of those Stats Café events were focused directly on COVID-19-related issues, including population estimates, civil registration and vital statistics, and household survey and population census operations. One Stats Café event was dedicated to the sharing of experience regarding COVID-19 data portals. Later, the Stats Café series evolved to cover other topics important to chief statisticians, staff from national statistical offices

and other parts of national statistical systems, including the use of new data sources and new data methods for compiling official statistics.

16.195 Furthermore, the subprogramme published knowledge products to inform those discussions, on relevant topics such as COVID-19 rapid assessment surveys, uncounted deaths and gender impacts, as well as the importance of civil registration and vital statistics systems in assessing the impact of the pandemic.

16.196 The subprogramme also promoted cooperation among member States, experts in multiple statistical areas and relevant agencies in response to questions being raised during the Stats Café interactive components, including the use of Earth observation data and remote sensing data to produce official statistics for COVID-19 responses. In follow-up meetings, further technical advice on the use of remote sensing and administrative data, in particular electricity meter data, to produce official statistics was provided to member States.

*Progress towards the attainment of the objective, and performance measure*

16.197 The above-mentioned work contributed to the objective, as demonstrated by the fact that the Committee on Statistics expressed appreciation of the use of virtual collaboration spaces, including the Stats Café, and encouraged the continued use of such spaces to promote statistical concepts in different areas, and by the feedback received on the relevance of the Stats Café (see table 16.27).

Table 16.27

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	The Committee on Statistics at its seventh session expressed appreciation of the use of virtual collaboration spaces, including the Stats Café, and encouraged the continued use of such spaces to promote statistical concepts in different areas; 85 per cent of participants in the Asia-Pacific Stats Café agreed that the Café was relevant to their work

**Planned results for 2022**

16.198 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: stronger policy-data links for better decision-making<sup>16</sup>**

**Programme performance in 2020**

16.199 To empower and enable national statistical systems in the region to lead the development of and to deliver innovative, trusted and timely products and services

<sup>16</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

for the urgently needed and evolving statistical requirements of the 2030 Agenda, ESCAP member States in 2019 endorsed the Declaration on Navigating Policy with Data to Leave No One Behind. The Declaration contains nine member State commitments, including integrating statistics development with national development plans, strengthening legislative provisions and advocating the expanded use of official statistics for the formulation, implementation and monitoring of policy.

16.200 In 2020, to advance towards the fulfilment of the national commitments contained in the Declaration, the subprogramme provided technical assistance, training and capacity-building support to member States. This included the review of the national statistical system of Maldives, support for the modernization of statistics legislation in the Lao People's Democratic Republic and support for the establishment of systems for exchanging data and metadata between national statistical systems, as well as the development of platforms for data dissemination and reporting in Cambodia and Thailand. The subprogramme also provided knowledge documents on those initiatives to foster experience-sharing across the region.

16.201 Furthermore, the subprogramme provided capacity-building support for improving advocacy for official statistics through the use of the "Every policy is connected" tool, including expansion of the use of the tool in the tourism sector in Samoa. The tool facilitates engagement between national statistical offices and government ministries to strengthen policy-data links for decision-making.

16.202 The above-mentioned work contributed to five countries demonstrating strengthened statistical systems in the account of progress prepared for the seventh session of the Committee on Statistics, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

16.203 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 be guided by the collective vision and framework for action of the Asia-Pacific statistical community for advancing official statistics for the 2030 Agenda and the Declaration on Navigating Policy with Data to Leave No One Behind, and by a monitoring and evaluation framework for both regional mandates, which was endorsed by the Committee on Statistics at its seventh session. The expected progress is presented in the performance measure below (see table 16.28).

Table 16.28  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Commitment to the Declaration on Navigating Policy with Data to Leave No One Behind, adopted by ESCAP member States in 2018	National implementation of the commitments contained in the Declaration	The Committee on Statistics endorsed the account of progress prepared for its seventh session, in which five countries demonstrated strengthened statistical systems	Further national implementation of the commitments contained in the Declaration	Five countries demonstrate strengthened national statistical systems on the basis of the monitoring and evaluation framework for the collective vision and framework for action of the Asia-Pacific statistical

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
				community for advancing official statistics for the 2030 Agenda and the Declaration on Navigating Policy with Data to Leave No One Behind

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: Asia-Pacific countries take steps to transform their statistical systems: the case of Bhutan<sup>17</sup>**

### **Programme performance in 2020**

16.204 To empower national statistical offices in the region to transform their statistical systems, the subprogramme has continued to provide technical assistance, training and capacity-building support to member States, including for the use of administrative data and other non-traditional data sources for official statistics.

16.205 In the case of Bhutan, the subprogramme provided technical assistance and capacity-building support for the harmonization of statistical classifications used in administrative data by government entities, to enable the use of these data by the national statistical office for the purpose of producing official statistics. The subprogramme also provided technical assistance and capacity-building support to Bhutan, along with Fiji, Malaysia, Maldives, Mongolia, Samoa and Viet Nam, for the use of administrative data and geospatial data in the compilation of air emission, land, solid waste and water accounts. Furthermore, the subprogramme hosted, in a virtual mode, the fifteenth Management Seminar for the Heads of National Statistical Offices in Asia and the Pacific, on the theme “National statistical systems: responding to the COVID-19 crisis and building better for the future”, at which participants focused on the use of administrative and other non-traditional data sources for official statistics.

16.206 The subprogramme also promoted cooperation and facilitated consensus in the area of transforming statistical systems by hosting eight Asia-Pacific Stats Café events on the theme of non-traditional data sources for official statistics and by contributing to the sixth International Conference on Big Data for Official Statistics hosted by the Republic of Korea in collaboration with the Statistics Division of the Department of Economic and Social Affairs of the Secretariat and the ESCAP Statistics Division. The subprogramme facilitated the participation of nine member States from Asia-Pacific as speakers at the Conference, including the chief statistician of the National Bureau of Statistics of Bhutan.

16.207 The above-mentioned work contributed to seven countries demonstrating strengthened statistical systems, which exceeded the planned target of at least five countries, including Bhutan, demonstrating strengthened statistical systems in the account of progress on the implementation of the commitments contained in the Declaration on Navigating Policy with Data to Leave No One Behind prepared for the seventh session of the Committee on Statistics, reflected in the programme budget for 2021.

<sup>17</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

16.208 The subprogramme will continue the work related to the planned result, in line with its mandate and the nine commitments made by member States in the Declaration on Navigating Policy with Data to Leave No One Behind. The subprogramme will prepare the baseline report, which will provide an overview of the status of the commitments contained in the Declaration and facilitate the related intergovernmental deliberations. The subprogramme will further tailor its work to the commitments prioritized by individual member States at the eighth session of the Committee on Statistics. The expected progress is presented in the performance measure below (see table 16.29).

Table 16.29  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
The Government of Bhutan adopts the Declaration on Navigating Policy with Data to Leave No One Behind at the sixth session of the Committee on Statistics of ESCAP	The Government endorses the Declaration at the seventy-fifth session of ESCAP	Seven countries, including Bhutan, demonstrated strengthened statistical systems in the account of progress on the implementation of the commitments contained in the Declaration prepared for the seventh session of the Committee on Statistics	Further implementation of the national commitments contained in the Declaration	The Committee on Statistics considers the baseline report on the status of the commitments contained in the Declaration and recommends priority actions for transforming national statistical systems

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: Asia-Pacific national statistical systems are better equipped to review progress in the implementation of the 2030 Agenda for Sustainable Development

#### Proposed programme plan for 2022

16.209 More than five years into the implementation of the 2030 Agenda, the data are still not sufficient to monitor progress towards the achievement of the Sustainable Development Goals. The COVID-19 pandemic was a shock to the statistical operations of national statistical organizations and presented huge challenges to national statistical systems by imposing further urgent demands relating to data and statistics and restricting statistical operations. The COVID-19 pandemic also shed more light on the importance of empowering and enabling national statistical systems in the region to use innovative methods and modalities for producing timely, quality, disaggregated data and official statistics in support of the 2030 Agenda.

#### *Lessons learned and planned change*

16.210 The lesson for the subprogramme was that communities of practice provided the possibility for real-time sharing of expert knowledge and experience and complemented conventional means of communication and collaboration among



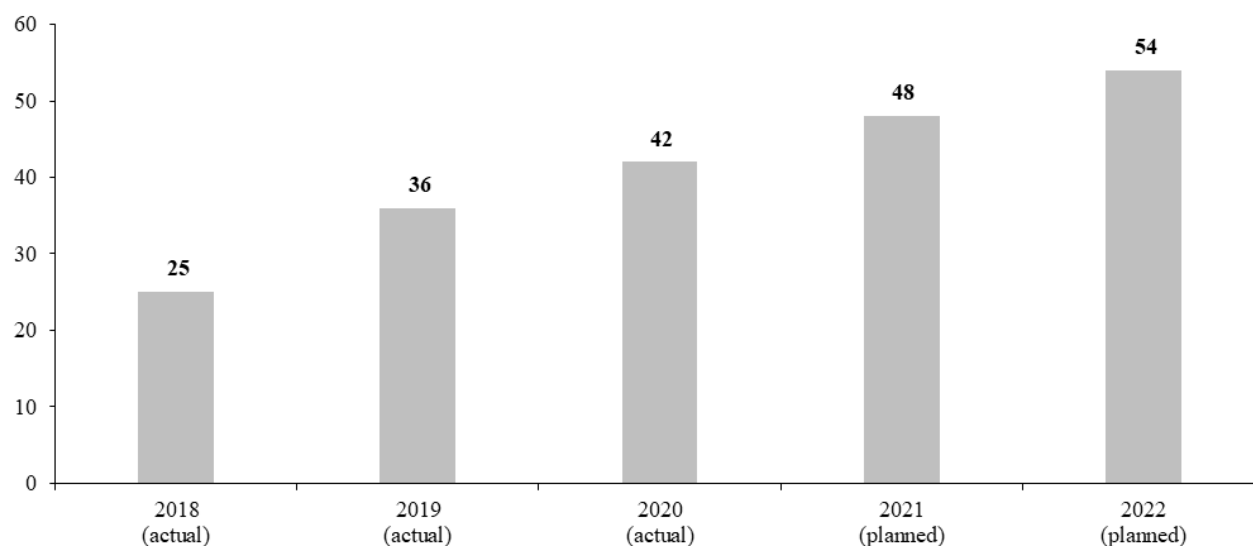
member States. Member States also indicated that they were receptive to communities of practice in statements delivered at the seventh session of the Committee on Statistics. In applying the lesson, the subprogramme will build on the experience of the Asia-Pacific Data Integration Community of Practice to further promote cooperation and consensus-building in other statistical areas of interest and high priority to member States, including disaster-related statistics, which also benefit from the use of non-traditional data sources. The subprogramme will expand its work to transform national statistical systems so that they are resilient to future shocks by using administrative and non-traditional data sources, such as geospatial data, and innovative data methods, such as data integration. The subprogramme will provide technical assistance, training and capacity-building support and will promote cooperation and consensus-building, in particular through a data integration community of practice. These efforts will contribute to improving the availability, accessibility and use of the quality data and statistics required for monitoring the Sustainable Development Goals in the region.

*Expected progress towards the attainment of the objective, and performance measure*

16.211 This work is expected to contribute to the objective, as demonstrated by the increased availability of data and official statistics to monitor the Sustainable Development Goals (see figure 16.VI).

Figure 16.VI

**Performance measure: Sustainable Development Goal indicators having sufficient data for the Asia-Pacific region**  
(Percentage)



## Legislative mandates

16.212 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

68/261	Fundamental Principles of Official Statistics	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
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*Economic and Social Council resolutions*

2006/6	Strengthening statistical capacity	2017/7	Work of the Statistical Commission
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific		pertaining to the 2030 Agenda for Sustainable Development
2013/21	Fundamental Principles of Official Statistics		

*Economic and Social Commission for Asia and the Pacific resolutions*

246 (XLII)	Statistical services in Asia and the Pacific	71/14	Asian and Pacific Civil Registration and Vital Statistics Decade, 2015–2024
65/2	Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific	73/5	Strengthening Asia-Pacific's support for the United Nations Conference to Support the Implementation of Sustainable Development Goal 14
67/10	A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific	74/6	Advancing disaster-related statistics in Asia and the Pacific
67/11	Strengthening statistical capacity in Asia and the Pacific	74/8	Accelerating the implementation of the Regional Action Framework on Civil Registration and Vital Statistics in Asia and the Pacific
67/12	Improvement of civil registration and vital statistics in Asia and the Pacific		
69/15	Implementing the outcome of the High-level Meeting on the Improvement of Civil Registration and Vital Statistics in Asia and the Pacific	75/9	Implementation of the Declaration on Navigating Policy with Data to Leave No One Behind
69/16	A core set of population and social statistics to guide national capacity development in Asia and the Pacific		

**Deliverables**

16.213 Table 16.30 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 16.30

**Subprogramme 7: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>13</b>	<b>1</b>	<b>2</b>
1. Reports for ESCAP	2	1	1	1
2. Reports for the Committee on Statistics	1	12	–	1
3. Report for the Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	1	–	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>45</b>	<b>13</b>	<b>15</b>	<b>33</b>
4. Meetings of the Committee on Statistics	6	3	–	6
5. Meetings of the Governing Council of the Statistical Institute for Asia and the Pacific	3	2	3	3
6. Meetings of the United Nations Special Programme for the Economies of Central Asia Project Working Group on Statistics	6	–	–	–
7. Expert group meetings on the use of non-traditional and complementary data sources in official statistics	6	2	6	6

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
8. Meetings of the Regional Steering Group for Civil Registration and Vital Statistics in Asia and the Pacific	6	2	6	6
9. Expert group meetings on strengthening national statistical systems for enhanced quality and trust in official statistics	6	1	—	6
10. Meetings of the Technical Working Group on Disaster-related Statistics in Asia and the Pacific	6	3	—	6
11. Meetings of the Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	6	—	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>7</b>	<b>5</b>	<b>5</b>
12. Capacity-building projects on statistics	5	7	5	5
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
13. <i>Asia and the Pacific SDG Progress Report</i>	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>6</b>	<b>2</b>	<b>2</b>
14. Statistical briefs and working papers	2	6	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>—</b>	<b>22</b>	<b>—</b>	<b>13</b>
15. Seminars on statistics	—	22	—	13
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory support for networks of statistics such as those of the Association of Southeast Asian Nations, the Pacific Community and the United Nations Special Programme for the Economies of Central Asia in the five action areas of the Declaration on Navigating Policy with Data to Leave No One Behind.				
<b>Databases and substantive digital materials:</b> ESCAP statistical database accessible at the regional and global levels; database on statistical training materials and resources; substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events; multimedia promotional content.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in five areas, including investment and user engagement, skills development, quality assurance and trust in statistics, statistical business process modernization and integrated statistics and analysis; inputs for ESCAP social media platforms.				

## Subprogramme 8

### Subregional activities for development

## Component 1

### Subregional activities for development in the Pacific

## Objective

16.214 The objective, to which component 1 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including building resilience to climate change, sustainable ocean management and reducing inequalities.

## Strategy

16.215 To contribute to the objective, the component will facilitate subregional dialogues among member States on policy and legal challenges to climate-related migration and displacement, in cooperation with subprogrammes 4 and 6; other United Nations entities in the Pacific, such as United Nations resident coordinator offices, the International Organization for Migration and ILO; subregional organizations of the Pacific, such as the Pacific Islands Forum Secretariat and the Pacific Community; and civil society.

16.216 In cooperation with subprogramme 7, the component will provide subregional and in-country capacity development support in the area of ocean accounts using the System of Environmental-Economic Accounting and data standards under the Global Ocean Accounts Partnership.

16.217 The component, in cooperation with subprogramme 6, will continue to provide technical assistance to member States to develop nationally appropriate indicator frameworks and promote women's economic empowerment, social protection and disability policies. The component will also provide opportunities for member States to exchange information and best practices and to engage with civil society to ensure inclusiveness.

16.218 The component will strengthen partnerships, guided by the Pacific Road Map for Sustainable Development and the United Nations Pacific Strategy (2018–2022) and in line with the United Nations development system reforms, and will focus particular attention on Sustainable Development Goals 5, 10, 13, 14 and 17.

16.219 The component plans to support member States on issues related to COVID-19 by providing technical assistance, in coordination with the rest of the United Nations system, in addressing the socioeconomic impacts of the pandemic and devising appropriate recovery responses through national frameworks for Sustainable Development Goal financing and regional cooperation on transboundary issues, in line with the outcomes of relevant assessments.

16.220 The above-mentioned work is expected to result in:

- (a) More effective subregional responses to climate change-related human security issues;
- (b) Improved data availability for evidence-based policymaking on ocean management;
- (c) Strengthened capacity to monitor the implementation of the 2030 Agenda while ensuring that no one is left behind and that development activities reduce inequalities and reach the most vulnerable groups.

16.221 The planned support on issues related to COVID-19 is expected to result in:

- (a) Strengthened capacity of member States to recover from the pandemic through national frameworks for social protection and sustainable development financing;
- (b) Stronger regional cooperation to address transboundary issues.

## Programme performance in 2020

16.222 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Pacific small island developing States strengthen their capacity for domestication of the Convention on the Rights of Persons with Disabilities**

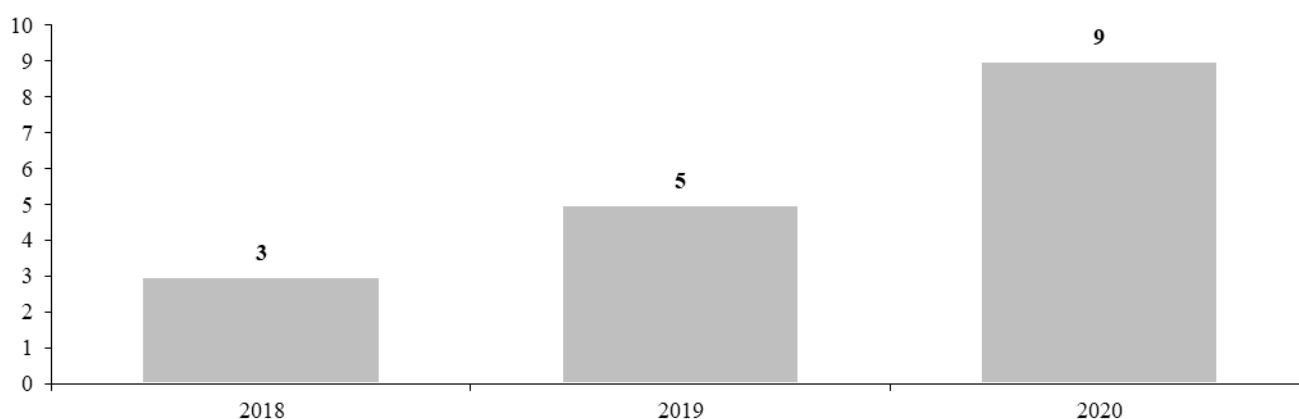
16.223 An estimated 15 per cent of the population in the Pacific are living with a disability and are among the poorest and most marginalized in their communities, with limited access to education, employment, basic services and other development opportunities. In 2016, Pacific leaders endorsed the Pacific Framework for the Rights of Persons with Disabilities to support Governments in protecting and fulfilling the rights of persons with disabilities in accordance with the Convention on the Rights of Persons with Disabilities. To date, 10 of the 12 Pacific small island member States have ratified the Convention. The component has provided technical assistance to member States in conducting comprehensive State and national legislative reviews to identify areas of disability-based discrimination and provide recommendations for reform towards compliance with the Convention.

#### *Progress towards the attainment of the objective, and performance measure*

16.224 The above-mentioned work contributed to the objective, as demonstrated by the number of State and national legislative reviews conducted (see figure 16.VII).

Figure 16.VII

**Performance measure: total number of State and national legislative reviews aimed at enhancing compliance with the Convention on the Rights of Persons with Disabilities (cumulative)**



### **Planned results for 2022**

16.225 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: strong national sustainable development indicator sets for follow-up and review<sup>18</sup>**

##### **Programme performance in 2020**

16.226 The component has provided knowledge products and technical assistance to Pacific small island developing States, for example in verifying Sustainable Development Goal indicators and the required data for social inclusion and social protection. In close collaboration with subprogramme 7, the component has also

<sup>18</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

finalized the updated version of the “Every policy is connected” tool, an online application that enables member States to identify policy priorities and corresponding data needs.

16.227 The above-mentioned work contributed to the implementation of national sustainable development indicator frameworks supported by the “Every policy is connected” tool and the voluntary national review process by the Federated States of Micronesia, Papua New Guinea, Samoa and Solomon Islands, which met the planned target of implementation of sustainable development frameworks supported by localized indicators reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

16.228 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will provide technical assistance through training, including newly developed e-learning and advisory services, in applying the “Every policy is connected” tool to the Pacific small island developing States to strengthen their statistical capacity to develop more focused national indicator frameworks for monitoring and reporting, including for voluntary national reviews. The expected progress is presented in the performance measure below (see table 16.31).

Table 16.31  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Recognition of the need for integrated monitoring and reporting on sustainable development frameworks by small island developing States	Strengthened statistical capacity through the establishment of national sustainable development indicator sets and technical assistance for integrated monitoring and reporting on sustainable development frameworks	Implementation of national sustainable development indicator frameworks supported by the voluntary national review process by the Federated States of Micronesia, Papua New Guinea, Samoa and Solomon Islands	Strengthened subregional data ecosystem to produce harmonized and integrated data to guide policy planning, implementation and monitoring	Three member States have used the improved national sustainable indicator frameworks in the planning, implementation and monitoring of national policies

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 2: Pacific small island developing States advance cooperation for climate change-related displacement and migration<sup>19</sup>**

#### **Programme performance in 2020**

16.229 The component has, as part of its capacity-building efforts to enhance the protection and empowerment of migrants and communities affected by climate change and disasters in the Pacific region, organized several subregional meetings, including a series of online policy dialogues, to identify options for establishing a

<sup>19</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

regional process and rights-based framework on climate change-related displacement and migration.

16.230 The above-mentioned work contributed to the development of options for establishing a regional process and rights-based framework on climate change-related migration, displacement and planned relocation, which did not meet the planned target of Governments agreeing on the scope of provisions of a declaration on climate change-related migration and displacement to promote climate security in low-lying States, with support from civil society, reflected in the programme budget for 2021. The original plan was to hold an in-person regional policy dialogue in Fiji early in 2020, followed by advocacy and consultations with member States to arrive at an agreement on the scope of provisions of a declaration later in the year. However, the policy dialogue was postponed because of the uncertainties regarding, and later the travel restrictions due to, the COVID-19 pandemic. It was later decided to hold a series of online policy dialogues over three months, from September to November 2020, and the advocacy and consultations planned with Governments were therefore delayed.

### **Proposed programme plan for 2022**

16.231 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States in devising a plan for the implementation of the framework to advance regional cooperation on climate change-related migration, displacement and planned relocation. The expected progress is presented in the performance measure below (see table 16.32).

Table 16.32  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Climate change is recognized by Pacific Islands Forum leaders in the Boe Declaration on Regional Security as the single greatest threat to the livelihoods, security and well-being of people in the Pacific	In the Boe Declaration Action Plan, climate security and human security are identified as priorities for Pacific island countries	Member States developed options for establishing a regional process and rights-based framework on climate change-related migration, displacement and planned relocation	Governments of Pacific island countries advance cooperation on climate change-related migration, displacement and relocation and agree on guiding principles for national legal and policy responses	Governments of the Pacific island countries endorse and implement a rights-based framework on climate change-related migration, displacement and planned relocation

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: Pacific small island developing States strengthen their capacity for socioeconomic recovery from the impacts of the COVID-19 pandemic**

#### **Proposed programme plan for 2022**

16.232 Although Pacific small island developing States have recorded a relatively small number of COVID-19 cases, with some recording none at all, major socioeconomic impacts are being felt across the region as a result of economic

contractions, job losses and disrupted supply chains, which are expected to cause, at best, a slowdown in national investment and progress towards the achievement of the Sustainable Development Goals. The component has been contributing to analytical work and consultations with experts to examine options for improved regional cooperation on the COVID-19 response in the Pacific.

#### *Lessons learned and planned change*

16.233 The lesson for the component was that it needed to take into account the risks posed by crises such as pandemics or climate-related shocks when assisting member States in the design of social protection systems in order to increase coverage for the most vulnerable and ensure people-centred development. In applying the lesson, the component will assist member States in designing risk-informed social protection systems that are appropriate to small island developing States. The component will provide technical assistance to support Governments in the design of social protection policies and financing strategies for a faster recovery towards sustainable and equitable development. In the context of the limited fiscal space of small island developing States, which has been further strained by the pandemic, the component will support member States in the development of financing strategies and enabling frameworks for Sustainable Development Goal investment.

#### *Expected progress towards the attainment of the objective, and performance measure*

16.234 This work is expected to contribute to the objective, as demonstrated by new or improved national policies and frameworks for social protection and sustainable development financing by three member States (see table 16.33).

Table 16.33

#### **Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Pacific member States strengthen their commitment to expanding and strengthening social protection systems	Two member States in the Pacific have considered proposals on strengthening policies and systems for social protection in the context of COVID-19 recovery	New or improved national policies and frameworks for social protection and sustainable development financing by three member States

### **Legislative mandates**

16.235 The list below provides all mandates entrusted to the component.

#### *General Assembly resolution*

63/260 Development-related activities

#### *Economic and Social Commission for Asia and the Pacific resolutions*

244 (XLI)	The Commission's Activities in the Pacific	72/9	Regional cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
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## Deliverables

16.236 Table 16.34 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 16.34

### Component 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Reports for ESCAP	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>2</b>	<b>4</b>	<b>8</b>
2. Expert group meetings on policy and programme options to address emerging sustainable development issues in the Pacific	4	—	—	4
3. Expert group meetings on sustainable development in the Pacific	4	2	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>5</b>	<b>2</b>	<b>3</b>
4. Capacity-building projects on institutional programmatic priorities of ESCAP in the Pacific	1	1	1	—
5. Capacity-building projects on economic and social development	1	4	1	3
<b>Publications</b> (number of publications)	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>
6. Publication on sustainable development in the Pacific	—	—	1	1
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> web pages on economic and social development in the Pacific region for subregional, regional and global access; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme component.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme component for the ESCAP website in four areas, namely, national planning and policy coherence, social inclusion and equality, climate action and resources management, and the review of the Samoa Pathway and the 2030 Agenda; and inputs for ESCAP social media platforms.				

## Component 2

### Subregional activities for development in East and North-East Asia

#### Objective

16.237 The objective, to which component 2 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies.

#### Strategy

16.238 To contribute to the objective, the component, in cooperation with relevant subprogrammes, will facilitate multisectoral dialogues among member States on trade, transport, energy and ICT connectivity through regional and subregional

platforms, including the North-East Asia Regional Power Interconnection and Cooperation Forum. These dialogues will focus on how to make connectivity policies more coherent and integrated across sectors while contributing to the achievement of the Sustainable Development Goals. With regard to regional power interconnection in North-East Asia, the component, in cooperation with subprogramme 9 and building on the regional road map on power system connectivity, will develop a road map for a green power corridor to support increased utilization of renewable sources of energy in North-East Asia.

16.239 The component, in cooperation with subprogramme 4, will further strengthen subregional platforms, such as the North-East Asian Subregional Programme for Environmental Cooperation and the North-East Asia Clean Air Partnership, by promoting knowledge-sharing on emerging technologies and deployment in priority areas such as the transport, industry and residential sectors.

16.240 The component, together with relevant subprogrammes, will facilitate subregional cooperation on science, technology and innovation policies and support stakeholders in developing policies and programmes that are inclusive and leave no one behind. In particular, the subprogramme will support member States in identifying key barriers to gender equality in the workplace in the technology industry and in designing gender-sensitive policies. In addition, the subprogramme will provide knowledge products and technical assistance and facilitate peer-to-peer exchanges to enhance the use of science, technology and innovation in ageing societies and for disaster resilience.

16.241 The strategy will be delivered by supporting and promoting intergovernmental processes for sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies in East and North-East Asia, contributing mainly to the achievement of Sustainable Development Goals 3, 5, 7, 9–11, 13–15 and 17. The component will further build the capacity of member States to identify subregional challenges and opportunities and to apply best practices for making progress towards achieving the Goals.

16.242 The component plans to support member States on issues related to COVID-19 by identifying and promoting innovative approaches to facilitate cross-border connectivity, including contactless cross-border trade and transport, and to enhance the resilience of vulnerable populations, such as women and older persons, through the promotion of inclusive access to science, technology and innovation and support for the integration of these elements into the policy frameworks of member States. The component will also contribute to strengthening subregional environmental cooperation in support of sustainable economic recovery and building back better.

16.243 The above-mentioned work is expected to result in:

- (a) Policy coherence and the integration of connectivity initiatives, for example, with regard to trade and transport facilitation;
- (b) Coordinated actions among stakeholders and Governments to counter common environmental challenges;
- (c) Enhanced knowledge-sharing on and use of science, technology and innovation in building inclusive and resilient societies in the subregion;
- (d) More effective formulation and implementation of policies and strategies consistent with the 2030 Agenda, including through the North-East Asia Multi-stakeholder Forums on the Sustainable Development Goals.

16.244 The planned support on issues related to COVID-19 is expected to result in:

- (a) Enhanced capacity of member States to apply innovative solutions to build resilience to and recover from COVID-19 and similar infectious diseases;
- (b) Enhanced cooperation among member States and enhanced capacity through experience-sharing in addressing cross-border environmental challenges, including air pollution and low carbon development, in support of sustainable economic recovery and building back better.

## **Programme performance in 2020**

16.245 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 environmental cooperation in East and North-East Asia**

16.246 North-East Asian countries have been continuously exposed to environmental problems, coupled with resource-intensive economic development and insufficient policy and technical compliance in managing environmental externalities. As a result, progress towards achieving the Sustainable Development Goals related to the environment, including those on climate action, life below water and life on land, has been stagnant or regressing in North-East Asia, while the subregion has made major progress towards achieving various Goals in the socioeconomic sphere. Furthermore, air pollution remains a critical issue of concern in the subregion, owing to the high levels of fine particulate matter (PM<sub>2.5</sub>), the annual average concentration of which is quadruple the WHO guideline values. The component has worked to support the North-East Asian Subregional Programme for Environmental Cooperation, which has been strengthening joint action of member States on key environmental challenges, including air pollution, biodiversity and nature conservation, low-carbon and low-emissions cities, desertification and land degradation, and marine protected areas. The component has built multilateral programmes in key thematic areas, institutionalized platforms related to air pollution, marine protected areas and low-carbon and low-emissions cities, and carried out new project activities on biodiversity and nature conservation. The work undertaken by the component inspired member States to draft and adopt ESCAP resolutions 75/4, the first regional resolution to address air pollution, and 76/1, in which subregional member States were called upon to take urgent actions for the conservation and sustainable use of oceans, seas and marine resources through sharing good practices and lessons learned.

16.247 The component held intergovernmental consultations and multi-stakeholder dialogues and produced knowledge products in key thematic areas prioritized by member States to strengthen the operation of the North-East Asian Subregional Programme for Environmental Cooperation, and developed the strategic plan of the Programme for the period 2021–2025 and the workplan of the North-East Asia Clean Air Partnership for the period 2021–2025 for the consideration of member States. In addition, the component coordinated with relevant mechanisms to build synergies and expedite the action taken by member States on air pollution control, biodiversity conservation, low-carbon and low-emissions development and halting land degradation for climate mitigation.

### *Progress towards the attainment of the objective, and performance measure*

16.248 The above-mentioned work contributed to the objective, as demonstrated by the adoption by member States of the strategic plan of the North-East Asian

Subregional Programme for Environmental Cooperation for the period 2021–2025 and the operationalization of the North-East Asia Clean Air Partnership through the adoption of its workplan for the period 2021–2025 (see table 16.35).

Table 16.35

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Member States enhanced their commitment and support for the work of the North-East Asian Subregional Programme for Environmental Cooperation, including the formal launch of the North-East Asia Clean Air Partnership and the adoption of its terms of reference	Member States established operational frameworks of the North-East Asia Clean Air Partnership by inaugurating the Science and Policy Committee of the Partnership	Member States adopted the strategic plan of the North-East Asian Subregional Programme for Environmental Cooperation (2021–2025) and operationalized the North-East Asia Clean Air Partnership by adopting its workplan (2021–2025)

**Planned results for 2022**

16.249 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: subregional intergovernmental policy dialogue on integrated trade and transport facilitation<sup>20</sup>****Programme performance in 2020**

16.250 The component has been implementing activities to enhance the capacity of East and North-East Asian countries for regional connectivity through trade and transport facilitation, guided by knowledge products and subregional dialogues emphasizing the need for policy coordination in these areas. In 2020, the component organized a series of training workshops on economic corridor management, which were designed to raise awareness among officials of the need for cross-sectional policy coordination, in particular in the area of trade and transport facilitation.

16.251 The above-mentioned work contributed to the enhanced capacity of member States to implement subregional initiatives on trade and transport facilitation, which did not meet the target of the establishment of a formal subregional intergovernmental policy dialogue on trade and transport facilitation reflected in the proposed programme budget for 2020. The subregional seminars planned to be held in conjunction with official meetings under the Greater Tumen Initiative were postponed to 2021, in accordance with the decision of member countries of the Initiative. Nevertheless, the component has been laying the groundwork for the envisaged intergovernmental policy dialogue, which is expected to gain further support and momentum with the holding of the subregional seminars and other related activities in 2021.

<sup>20</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 19\)](#)).

### Proposed programme plan for 2022

16.252 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will strengthen the joint policy dialogue between trade and transport officials by ensuring that they focus on cross-border operational connectivity and take into consideration the developments in the subregion in relation to connectivity initiatives, including cooperation with subregional partners. The component will further support member States in bringing their policies and tools into line with the regional and subregional frameworks for effective connectivity. The expected progress is presented in the performance measure below (see table 16.36).

Table 16.36  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of dialogue between subregional governmental bodies	Lack of a structured subregional intergovernmental body	Member States have enhanced their capacity to implement subregional initiatives on trade and transport facilitation	At least one additional initiative among East and North-East Asian countries on policy coordination between trade and transport facilitation	One additional initiative launched among East and North-East Asian countries on policy coordination between trade and transport facilitation

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: strengthening coordination between trade and transport facilitation in East and North-East Asia<sup>21</sup>

#### Programme performance in 2020

16.253 The component has produced knowledge products, such as an upgraded knowledge portal on North-East Asia trade and transport facilitation and a subregional analytical study on trade and transport facilitation, in which policy coordination for trade and transport facilitation was a major area of focus. In the subregional analytical study, the component made specific and practical recommendations for policy coordination, which may serve as a basis for trade and transport officials to consider how to facilitate coordination between the two sectors. The component also expanded the scope of the study to include challenges and issues related to trade and transport connectivity that emerged from the COVID-19 pandemic.

16.254 The above-mentioned work contributed to strengthened capacity in facilitating coordination between the trade and transport sectors, which did not meet the target of member States engaging in intergovernmental policy dialogues on trade and transport facilitation in a joint manner reflected in the programme budget for 2021. The recommendations of the subregional study were the key components for the discussions among and consideration of government officials for the planned subregional seminars. The subregional seminars planned to be held in conjunction with official meetings under the Greater Tumen Initiative were postponed to 2021.

<sup>21</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

16.255 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will build on the developments in regional and subregional initiatives to further promote stronger policy coordination between trade and transport facilitation, including in the areas of digitalization, economic and transport corridors, and transit. The expected progress is presented in the performance measure below (see table 16.37).

Table 16.37

### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Member States separately make progress on international and regional agreements for trade and transport facilitation, as evidenced by the accession by a member State to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	Member States strengthen awareness about the importance of an integrated approach to trade and transport facilitation initiatives, as evidenced by the discussion among Greater Tumen Initiative member countries on trade-transport facilitation linkages at the ESCAP-Greater Tumen Initiative International Seminar on Trade Facilitation	Member States strengthened their capacity in facilitating coordination between the trade and transport sectors	Member States implement initiatives reflecting policy coordination on trade and transport facilitation	Member States review and share with other Asia-Pacific subregions good practices from initiatives implemented to promote policy coordination between trade and transport facilitation

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: improving subregional power grid connectivity in East and North-East Asia

### Proposed programme plan for 2022

16.256 The member States in East and North-East Asia have significant potential for harnessing complementarities in energy resource endowments. In addition, subregional power interconnection offers opportunities to increase the share of renewable energy in the power mix and to reduce reliance on fossil fuels. To contribute to enhancing cooperation towards subregional power grid connectivity in East and North-East Asia, the component worked with subprogramme 9 to build on the regional road map on power system connectivity by carrying out technical and scenario analyses on pathways to developing a green power corridor in North-East Asia and by building trust and political consensus for a road map on subregional power grid connectivity.

*Lessons learned and planned change*

16.257 The lesson for the component was that the component needs to make more effort to strengthen subregional cooperation on power grid connectivity, with a common vision of interconnected power systems. In applying the lesson and in accordance with the regional road map on power system connectivity, the component will focus on building a common understanding and vision in the subregion of power grid connectivity by providing technical and scenario analyses on the development of interconnectors and capacity-building on the concept of a green power corridor that promotes increased use of the subregion's abundant renewable sources of energy.

*Expected progress towards the attainment of the objective, and performance measure*

16.258 This work is expected to contribute to the objective, as demonstrated by member States supporting the implementation of a road map informing the development of an interconnected subregional power grid system (see table 16.38).

Table 16.38  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Member States launched the North-East Asia Regional Power Interconnection and Cooperation Forum as a regular platform for dialogue	Consultations among member States continued on promoting regional electricity trade and investment in cross-border electricity interconnections in North-East Asia	Member States strengthened their awareness and understanding of potential strategies for improving connectivity	Member States enhance their capacity with regard to technical requirements such as interconnector development to promote the use of renewable sources of energy, as evidenced by a survey	Member States support the implementation of a North-East Asia road map on power system connectivity at a high-level subregional forum

**Legislative mandates**

16.259 The list below provides all mandates entrusted to the component.

*General Assembly resolution*

63/260 Development-related activities

*Economic and Social Commission for Asia and the Pacific resolution*

75/4 Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific

**Deliverables**

16.260 Table 16.39 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 16.39

**Component 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Reports for ESCAP	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>12</b>	<b>11</b>	<b>11</b>
2. Expert group meetings on policy and programme options to address emerging economic and social development issues in East and North-East Asia	4	4	4	4
3. Senior Officials Meetings of the North-East Asian Subregional Programme for Environmental Cooperation	3	3	3	3
4. Expert group meetings on sustainable development in East and North-East Asia	4	5	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>7</b>	<b>2</b>	<b>4</b>
5. Capacity-building projects on institutional programmatic priorities of ESCAP in East and North-East Asia	1	6	1	3
6. Capacity-building projects of the North-East Asian Subregional Programme for Environmental Cooperation	1	1	1	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	–	–
7. Publications on sustainable development of North-East Asia	1	1	–	–
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> web page on economic and social development in East and North-East Asia for subregional, regional and global access; management and updating of the website of the North-East Asian Subregional Programme for Environmental Cooperation; management and updating of the website of the Asia Carbon Footprint Network for subregional, regional and global access; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme component.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme component for the ESCAP website in three areas, namely, environmental sustainability, strengthening intraregional connectivity, and innovation for resilient and inclusive societies; and inputs for ESCAP social media platforms.				

## Component 3

### Subregional activities for development in North and Central Asia

#### Objective

16.261 The objective, to which component 3 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including sustainable connectivity, economic transformation, and social inclusion and resilience, and through follow-up and review of the 2030 Agenda.

#### Strategy

16.262 To contribute to the objective, the component, in cooperation with the relevant subprogrammes, will encourage subregional dialogue by providing secretariat support



to the thematic working groups<sup>22</sup> of the United Nations Special Programme for the Economies of Central Asia.

16.263 The component will coordinate with all the thematic working groups to ensure that priorities emanating from the Governing Council and the Economic Forum of the Special Programme regarding trade and transport facilitation, environmental sustainability, and energy and digital connectivity are incorporated into their workplans and discussions. In the same vein, the component will ensure that the outcomes of the work of the thematic working groups feed into the deliberations of the Governing Council and the Economic Forum. This work will promote a collaborative approach to addressing the development challenges in the subregion among Governments, civil society, the private sector, the United Nations and other international organizations.

16.264 The component, in cooperation with the Countries in Special Situations Section of ESCAP, will conduct analytical studies and propose policy recommendations to support economic transformation in the subregion as a driver to accelerate the implementation of the 2030 Agenda. Structural economic transformation is a priority for action in the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024. However, there has been limited progress in that regard, as indicated in the outcomes of the midterm review of the Vienna Programme of Action, and efforts must therefore be accelerated. A more integrated approach to structural economic transformation is needed to build back better with a view to achieving the Sustainable Development Goals. The component will provide support in that regard by promoting a holistic approach to structural transformation. This work will help member States to make progress towards achieving Goal 8.

16.265 The component will further mainstream social and environmental dimensions into its analytical work on the Sustainable Development Goals acceleration framework for North and Central Asia to address the Goals related to gender issues, such as Goals 5 and 10. The component, in collaboration with relevant subprogrammes and other partners, will provide knowledge products for policy advice and technical assistance to support women's economic empowerment.

16.266 Lastly, the component will organize annual expert group meetings on sustainable development and the subregional preparatory meeting for the Asia-Pacific Forum on Sustainable Development. These meetings will facilitate dialogue among government officials, civil society, experts and other stakeholders on the themes of the Asia-Pacific Forum on Sustainable Development and the high-level political forum on sustainable development in 2022 and 2023 and the sharing of information on subregional implementation efforts. The component will also support voluntary national review processes at the request of member States. This work will help member States to make progress towards achieving Goal 17.

16.267 The component plans to support member States on issues related to COVID-19 by providing further support in strengthening human and institutional capacity for a sustainable and resilient recovery, as outlined in the ESCAP framework for the socioeconomic response to COVID-19, which is in line with the 2030 Agenda.

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<sup>22</sup> There are currently six thematic working groups under the United Nations Special Programme for the Economies of Central Asia, namely, the working group on water, energy and environment, the working group on sustainable transport, transit and connectivity, the working group on trade, the working group on statistics, the working group on innovation and technology for sustainable development and the working group on gender and the Sustainable Development Goals. Uzbekistan has proposed the establishment of a working group on investment and financial cooperation. This proposal will be further considered at the 2021 session of the Governing Council of the Special Programme.

16.268 The above-mentioned work is expected to result in:

- (a) Enhanced ownership by member States of, evidence-based solutions for, and strengthened regional cooperation on, programmes to improve trade and transport facilitation as well as energy and ICT connectivity;
- (b) Increased evidence-based knowledge that feeds into policy options for economic transformation in the subregion;
- (c) Improved knowledge-sharing and cooperation among member States in the preparation of their voluntary national reviews.

16.269 The planned support on issues related to COVID-19 is expected to result in increased digital connectivity and digital transformation in the region to support inclusive and sustainable recovery.

### **Programme performance in 2020**

16.270 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Member States advance commitments for digitalization and the adoption of digital technologies for sustainable transformation and recovery from the COVID-19 pandemic**

16.271 Structural economic transformation is priority 5 of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and is essential for realizing the trade potential of landlocked developing countries as they continue to introduce market-oriented policies. Ensuring that recovery packages are in line with the principles of sustainable development will help countries to deal with the COVID-19 crisis more effectively and prepare the subregion to handle other unforeseen crises more efficiently. With the impact of the COVID-19 pandemic, the importance of structural transformation has gained further importance and momentum.

16.272 In 2020, the component organized an expert group meeting with three thematic sessions that highlighted entry points for economic transformation relevant to the countries of the subregion, such as digitalization and agricultural transformation. The working papers on the themes of the sessions informed the deliberations of member States at the 2020 Economic Forum of the United Nations Special Programme for the Economies of Central Asia on opportunities for enhanced regional cooperation to support sustainable and inclusive economic recovery in the wake of COVID-19. At the Forum, the sharing of knowledge, experiences and lessons learned was encouraged among government officials from countries participating in the Special Programme and relevant stakeholders with regard to policies, strategies and initiatives. The Forum participants also called for regional cooperation in trade, transport and digital connectivity to be strengthened, for the network of the thematic working groups of the Special Programme to be enhanced and for further synergies to be built with resident coordinators and United Nations country teams to support the Special Programme.

#### *Progress towards the attainment of the objective, and performance measure*

16.273 The above-mentioned work contributed to the objective, as demonstrated by the adoption by the countries participating in the Special Programme, at the Economic Forum held on 18 and 19 November 2020, of the Declaration on Strengthening Regional Cooperation to Support Socioeconomic Recovery in the Wake of

COVID-19, in which the participating countries reaffirmed their commitment to regional cooperation and stressed the importance of accepting digitalization as a key factor for economic transformation and a driver of sustainable development and of adopting digital technologies for sustainable transformation strategies to ensure that no one is left behind in the recovery from the COVID-19 crisis (see table 16.40).

Table 16.40

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Recognition of the need to accelerate structural economic transformation by member States	A holistic framework linking structural economic transformation and sustainable development elaborated by member States	Member States reaffirmed their commitment to regional cooperation and stressed the importance of accepting digitalization as a key factor for economic transformation and a driver of sustainable development and of adopting digital technologies for sustainable transformation strategies to ensure that no one is left behind in the recovery from the COVID-19 crisis

**Planned results for 2022**

16.274 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: enhanced structural economic transformation through policy advice and dialogue<sup>23</sup>****Programme performance in 2020**

16.275 The component produced technical materials on structural transformation, including digital inclusion and sustainable agricultural transformation. The component also facilitated exchanges among experts and member States through a dedicated expert group meeting and the 2020 Economic Forum of the United Nations Special Programme for the Economies of Central Asia.

16.276 The above-mentioned work contributed to member States recognizing, in the Declaration adopted at end of the 2020 Economic Forum, that a more integrated approach to structural economic transformation is needed for efficient socioeconomic development with a view to achieving the Sustainable Development Goals, which met the planned target reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

16.277 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will provide knowledge products on how structural economic

<sup>23</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

transformation can support countries in recovering from the COVID-19 pandemic and will propose tangible policy options in line with the priorities expressed by member States in intergovernmental meetings and the new aspects of economic transformation identified in the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, including the development of a structural transformation strategy aimed at improving science, technology and innovation, export diversification, productivity, efficiency and competitiveness in the agriculture, manufacturing and services sectors, including tourism. The expected progress is presented in the performance measure below (see table 16.41).

Table 16.41  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Recognition of the need to accelerate structural economic transformation by member States	A holistic framework linking structural economic transformation and sustainable development elaborated by member States	Member States recognized, at the 2020 Economic Forum of the United Nations Special Programme for the Economies of Central Asia, that a more integrated approach to structural economic transformation is needed for efficient socioeconomic development with a view to achieving the Sustainable Development Goals	Member States in the subregion recognize structural economic transformation as one of the key drivers to accelerate progress towards the achievement of the Sustainable Development Goals	Two member States implement structural transformation policies as part of their strategy to recover from the COVID-19 pandemic

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: accelerate action and generate solutions to address gaps in implementing the 2030 Agenda for Sustainable Development in North and Central Asia<sup>24</sup>

### Programme performance in 2020

16.278 The component organized the North and Central Asian Multi-stakeholder Forum on Implementation of the Sustainable Development Goals in September 2020. Participants in the Forum shared their experiences in preparing voluntary national review reports, including through multi-stakeholder consultations, and discussed how to address the challenges of policy alignment and financing gaps and how to stay on track to achieve the Goals in accordance with national policies in the period between voluntary national reviews. The Forum provided an opportunity for building capacity and identifying additional needs, including for training materials, tools and operational frameworks to enable strengthened and accelerated implementation of the

<sup>24</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

2030 Agenda during the crisis. The Forum's outcomes and recommendations will feed into regional and global processes, in particular the 2021 Asia-Pacific Forum on Sustainable Development and the high-level political forum on sustainable development. As a follow-up to the Forum, the component conducted a workshop in December 2020 on the implementation of solutions to address the gaps identified by countries in their voluntary national reports.

16.279 Furthermore, the component prepared a working paper on a framework for identifying drivers of sustainable development in North and Central Asia, in which a step-by-step approach is detailed and qualitative and quantitative methods are used to identify drivers of sustainable development at the country level. The working paper will help decision makers to formulate specific and coherent public policies. In addition, an outcome mapping tool helped to reveal areas of the Goals in which progress was lacking and areas for which a strategic framework was already in place to support interventions.

16.280 The above-mentioned work contributed to references to a more integrated approach to economic transformation being made by Kazakhstan and Uzbekistan in their national strategic documents, which met the planned target reflected in the programme budget for 2021.

#### **Proposed programme plan for 2022**

16.281 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will support member States in developing policies for the achievement of the Sustainable Development Goals through expert group meetings, analytical studies and advisory services, with a focus on identifying gaps in the achievement of the Goals using the framework for identifying drivers of sustainable development in North and Central Asia. The expected progress is presented in the performance measure below (see table 16.42).

**Table 16.42**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Increased number of member States in the subregion are prepared to submit voluntary national review reports at the high-level political forum on sustainable development in 2019	Strengthened regional cooperation and knowledge-sharing to follow up on and review progress towards the achievement of the Sustainable Development Goals, for example through the twinning programme	References to a more integrated approach to economic transformation are made in national strategic documents of Uzbekistan and Kazakhstan	Member States in the subregion agree on a set of key drivers to accelerate progress towards the achievement of the Sustainable Development Goals	Two member States develop policies or measures towards a more integrated approach to the achievement of the Sustainable Development Goals

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: strengthened sustainable subregional connectivity****Proposed programme plan for 2022**

16.282 For landlocked countries in North and Central Asia, located at the crossroads of large economies such as Europe, South Asia and China, connectivity plays an important role in trade and transport, power generation and ICT. In the Vienna Programme of Action, infrastructure development and maintenance in the areas of transport, energy and ICT are emphasized as a priority for landlocked developing countries. With contributions from the United Nations Development Account, the component has begun to design capacity-building support for Kazakhstan and Kyrgyzstan in the development of sustainable and inclusive policies on transboundary infrastructure connectivity, and the same approach could be applied to other countries of the subregion. The component organized expert group meetings of the working groups of the United Nations Special Programme for the Economies of Central Asia on sustainable transport, transit and connectivity; water, energy and environment; trade; technology for sustainable development; and gender and the Sustainable Development Goals. The component also studied challenges in freight transport, trade and digital connectivity triggered by the COVID-19 pandemic, owing in particular to uncoordinated border closures.

*Lessons learned and planned change*

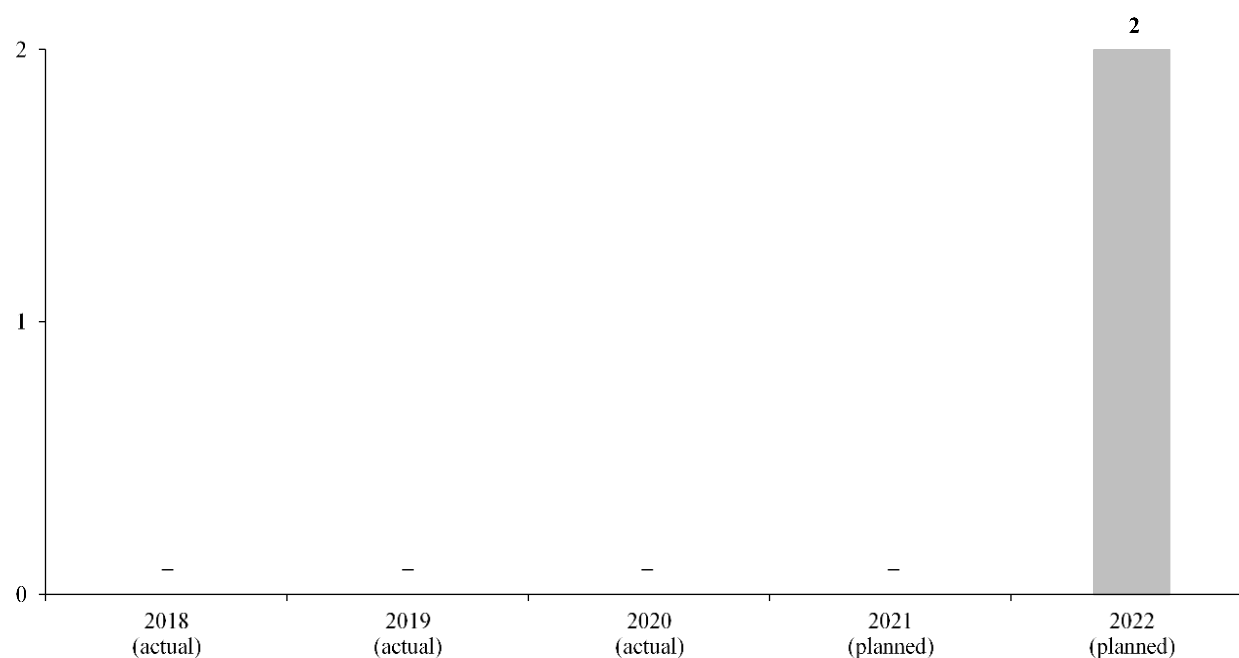
16.283 The lesson for the component was that its technical assistance needed to be more focused on the use of digital technology to enhance the sustainability of subregional connectivity. In applying the lesson, the component will incorporate strategies for leveraging digital transformation and new technologies in its technical assistance and policy advice to countries to enhance the competitiveness of trade and transport modalities while contributing to a significant reduction in adverse environmental effects. The component will conduct expert group meetings and analytical studies as part of the existing project on regional economic cooperation and integration and a new project on rail digitalization and intermodal transport connectivity. The component will also continue to collaborate and engage with other United Nations entities and programmes, including the United Nations Special Programme for the Economies of Central Asia, and with intergovernmental and subregional platforms to enhance sustainable subregional connectivity.

*Expected progress towards the attainment of the objective, and performance measure*

16.284 This work is expected to contribute to the objective, as demonstrated by the development by member States in the subregion of two policies and measures that promote digital technologies to enhance the sustainability of connectivity (see figure 16.VIII).

Figure 16.VIII

**Performance measure: total number of policies and measures that promote digital technologies to enhance the sustainability of connectivity (cumulative)**



### Legislative mandates

16.285 The list below provides all mandates entrusted to the component.

#### General Assembly resolutions

63/260	Development-related activities	72/283	Strengthening regional and international cooperation to ensure peace, stability and sustainable development in the Central Asian region
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### Deliverables

16.286 Table 16.43 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 16.43

#### Component 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	12	14	12	12
2. Meetings of the Governing Council of the United Nations Special Programme for the Economies of Central Asia	1	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
3. Meetings of the Economic Forum of the United Nations Special Programme for the Economies of Central Asia	3	4	3	3
4. Expert group meetings on policy and programme options to address emerging economic and social development issues in North and Central Asia	4	3	4	4
5. Expert group meetings on sustainable development in North and Central Asia	4	6	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>–</b>	<b>1</b>
6. Capacity-building projects on regional cooperation and integration for the landlocked and transit developing countries	1	1	–	1
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
7. Technical materials on regional cooperation and integration for the landlocked and transit developing countries	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> web page on economic and social development in North and Central Asia for subregional, regional and global access; fact sheets on North and Central Asia for subregional, regional and global access; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme component.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme component for the ESCAP website in five areas, namely, sustainable connectivity, economic transformation, social inclusion and resilience, the United Nations Special Programme for the Economies of Central Asia and the review of the 2030 Agenda; and inputs for ESCAP social media platforms.				

## Component 4

### Subregional activities for development in South and South-West Asia

#### Objective

16.287 The objective, to which component 4 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including sustainable connectivity, women's economic empowerment and the sustainable graduation of the least developed countries.

#### Strategy

16.288 To contribute to the objective, the component will collaborate with other subprogrammes, relevant agencies, think tanks and subregional organizations in the area of sustainable connectivity, with a focus on transport connectivity and trade and investment facilitation. The component will prepare analytical papers and provide capacity-building support to advance transboundary connectivity among the countries in the subregion, for example, among Bangladesh, India and Nepal, and between the subregion and South-East Asia and Central Asia. The component's work on transport connectivity will also be supported by the road safety project of the United Nations Development Account. The component's work on trade and investment facilitation



will be incorporated into its support for graduating least developed countries to prepare them for post-graduation challenges.

16.289 The component will collaborate with other subprogrammes, networks of women entrepreneurs, subregional organizations and other stakeholders working on women's economic empowerment to enhance the capacity of women-owned micro-, small and medium-sized enterprises to leverage e-commerce and digital marketing tools. In particular, the component will provide access to information and digital tools for women entrepreneurs through a dedicated portal and advanced training on e-commerce. The component will continue to deliver demand-driven assistance to women entrepreneurs on e-commerce and digital marketing tools to enhance the capacity to use these tools and expand their micro-, small and medium-sized enterprises.

16.290 The component will also collaborate with other subprogrammes, planning and statistical agencies of member States, United Nations country teams and subregional organizations to support the achievement of the Sustainable Development Goals and the sustainable graduation of the least developed countries. The component will provide tailored capacity-building for member States and other stakeholders to ensure that challenges such as economic contraction due to the COVID-19 pandemic and disruptions to preferential market access and concessional financing can be met in a coherent manner. The component will continue to deliver demand-driven assistance to Afghanistan and Bhutan as part of strengthening and building the analytical capacity of their think tanks to conduct integrated analysis of the Goals through evidence-based policy analysis. The component will convene subregional consultations on the Goals to facilitate the sharing of good practices and bring out subregional perspectives to feed into the relevant ESCAP knowledge products and forums, such as the Asia-Pacific Forum on Sustainable Development and the high-level political forum on sustainable development, and to support country-level processes, for example, the development and implementation of the United Nations Sustainable Development Cooperation Frameworks, including through contributions to the common country analysis. The component will also leverage the establishment and institutionalization of the South Asia network on the Sustainable Development Goals to ensure regional cooperation and the sharing of good practices on sustainable development. The component's work will help member States to make progress towards achieving the relevant targets of Goals 1, 5, 7–10, 12, 13 and 17.

16.291 The component plans to support member States on issues related to COVID-19 by providing analytical support, policy advice and technical assistance on priorities that were identified during the Fourth South Asia Forum on the Sustainable Development Goals, including sustainable global supply chains and the creation of economic opportunities for women to mitigate the negative impact of COVID-19 and build back better.

16.292 The above-mentioned work is expected to result in:

- (a) Enhanced capacities of least developed countries in South Asia to accelerate progress towards the transition to sustainable graduation by 2024;
- (b) Enhanced knowledge and capacity of women entrepreneurs in South Asia to apply e-commerce platforms to expand their business opportunities and participate in local, regional and global value chains;
- (c) Enhanced connectivity in the subregion, especially for landlocked developing countries and with the contiguous subregions of South-East Asia and North and Central Asia.

16.293 The planned support on issues related to COVID-19 is expected to result in increased capacity of member States for more informed policymaking in formulating national and subregional strategies to mitigate the negative impact of COVID-19.

### **Programme performance in 2020**

16.294 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Member States assessed their socioeconomic responses to the COVID-19 pandemic**

16.295 The COVID-19 pandemic brought unprecedented challenges to the subregion in achieving the targets of the Sustainable Development Goals, especially Goals 1 and 5. The component reorganized its work in line with the ESCAP framework for the socioeconomic response to COVID-19. The component produced a policy paper on the socioeconomic challenges brought by the COVID-19 pandemic to the South Asian countries, in which it provided guidance on how to achieve the Goals and recommended national policy action and subregional cooperation to recover from the pandemic.

16.296 The component provided a subregional platform for initiating a high-level policy dialogue between the planning and/or economy ministers of South Asian countries and their subregional organizations, such as the South Asian Association for Regional Cooperation and the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, to exchange experiences in addressing challenges posed by the COVID-19 pandemic and make proposals for subregional cooperation. This was followed by a policy dialogue of the heads of South Asian think tanks to discuss the key areas of subregional cooperation to mitigate the impact of COVID-19, and the ESCAP policy paper provided a background for these discussions.

16.297 The component also collaborated with subprogramme 5, subregional organizations of South Asian countries and other international organizations, such as WHO, to organize three webinars on risks from cascading disasters faced by South Asian countries, including the COVID-19 pandemic, cyclones, floods and locust attacks. These discussions allowed the experts and senior officials to identify policy strategies to address the challenges.

#### *Progress towards the attainment of the objective, and performance measure*

16.298 The above-mentioned work contributed to the objective, as demonstrated by Bangladesh, India and Pakistan having taken policy action on economic relief and social protection to support a smooth recovery from the COVID-19 pandemic (see table 16.44).

Table 16.44  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	India, Bangladesh and Pakistan have taken policy action on economic relief and social protection to support a smooth recovery from the COVID-19 pandemic

## Planned results for 2022

16.299 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: regional cooperation for achieving the Sustainable Development Goals in South Asia<sup>25</sup>

#### Programme performance in 2020

16.300 The component conducted analytical work to assess progress towards the achievement of the Sustainable Development Goals, key gaps, challenges and opportunities, including for regional cooperation, providing insights for inclusive, resilient and sustainable recovery from the COVID-19 pandemic. This analytical work informed the discussions at the Fourth South Asia Forum on the Sustainable Development Goals, held in December 2020, at which member States called for transformational changes to address inequalities, in particular gender disparities, to accelerate progress towards achieving the Goals in South Asia.

16.301 The component has also developed the South Asia network on the Sustainable Development Goals and launched a web portal for the network to foster subregional cooperation by sharing good practices and distilling evidence-based research findings and recommendations towards the achievement of the Goals, including those relating to challenges arising from the COVID-19 pandemic, for uptake and use by policymakers. The portal is open to government agencies, think tanks, civil society organizations and other stakeholders in South Asia.

16.302 The above-mentioned work contributed to the establishment of a subregional mechanism for sharing good practices and distilling evidence-based research findings and recommendations for uptake and use by policymakers, which met the planned target reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

16.303 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will conduct analysis of issues relating to the achievement of the Sustainable Development Goals in the subregion and organize expert group meetings to facilitate exchanges of good practices among countries. The expected progress is presented in the performance measure below (see table 16.45).

Table 16.45  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Interest expressed by South Asian stakeholders in developing a cooperation mechanism for supporting the	Specific areas identified for subregional cooperation in the implementation of	A subregional mechanism established for sharing good practices and distilling evidence-based research	Member States in the subregion implement their national development frameworks with the evidence-based	Three member States exchange good practices and learning on the implementation of the Sustainable Development Goals

<sup>25</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
achievement of the Sustainable Development Goals	the Sustainable Development Goals	findings and recommendations for uptake and use by policymakers	research findings and recommendations of ESCAP	using the South Asia network on the Sustainable Development Goals as a platform

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: least developed countries in South Asia are well equipped to mitigate graduation challenges<sup>26</sup>**

### **Programme performance in 2020**

16.304 The component has provided technical assistance and analytical studies to support the three graduating South Asian least developed countries in their sustainable graduation process. The component conducted tailored training to enhance the capacity of South Asian least developed countries to accelerate the achievement of the Sustainable Development Goals and sustainable graduation. The component organized a webinar to enhance the capacity of Bangladesh, together with Bhutan and Nepal, to achieve the Goals and address sustainable graduation challenges. Furthermore, the component published a report highlighting the challenges faced by the three graduating South Asian least developed countries in their sustainable graduation in the context of the COVID-19 pandemic. This report served as an input for the Governments and the United Nations country teams in the three countries to guide their preparations for the session of the Committee for Development Policy in February 2021 and follow-up action in 2021 and 2022. The report was submitted to the Committee for Development Policy as the ESCAP input for the 2021 session and is available on the United Nations least developed countries portal.

16.305 The above-mentioned work contributed to enhancing the capacity of Bangladesh, Bhutan and Nepal for sustainable graduation through tailor-made technical assistance and policy advice from ESCAP, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

16.306 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will provide specific and tailored policy advice, including workshops, training, webinars and technical materials, relating to the impact of COVID-19 on the graduation of the least developed countries to assist the South Asian least developed countries in achieving the Sustainable Development Goals and addressing challenges related to graduation. The expected progress is presented in the performance measure below (see table 16.46).

<sup>26</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Table 16.46  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Bhutan and Nepal qualify for the second time for graduation, while Bangladesh meets all three criteria for graduation for the first time, in the triennial review of 2018	Bangladesh, Bhutan, and Nepal have access to capacity-building to identify the key challenges that they will face in the aftermath of their graduation	Bangladesh, Bhutan and Nepal received tailored technical assistance and policy advice from ESCAP	Bangladesh meets the criteria for graduation in the 2021 triennial review and, together with Bhutan and Nepal, is equipped to mitigate the challenges for smooth and sustainable graduation	The graduating least developed countries incorporate the impact of, and their response to, the COVID-19 pandemic into their smooth transition strategies

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: think tanks in South Asian least developed countries improve their capacity for evidence-based policy analysis to support policymaking to accelerate the achievement of the Sustainable Development Goals**

**Proposed programme plan for 2022**

16.307 For accelerated efforts towards the achievement of the Sustainable Development Goals in South Asia to take effect, analytical capacity must be built, especially in least developed countries such as Afghanistan and Bhutan, to enable the countries to identify and harness the links among the Goals and targets. This analytical capacity is also essential to integrating least developed country graduation strategies with strategies for accelerating the achievement of the Goals and building back better in the aftermath of the COVID-19 pandemic, which threatens to reverse the hard-won development gains of reducing extreme poverty and hunger, with millions of people losing their jobs. Furthermore, the landlocked status of Afghanistan and Bhutan brings additional challenges, such as limited infrastructure connectivity and high transaction costs, to achieving sustainable development and recovering from the pandemic.

16.308 In response to the requests made by the Governments of Afghanistan and Bhutan, the component has been providing assistance, since 2019, in strengthening the capacity of existing and emerging national think tanks for evidence-based policy analysis to support policymaking to accelerate the achievement of the Sustainable Development Goals.

*Lessons learned and planned change*

16.309 The lesson for the component was that, in order to support the sustainability and growth of the capacity of think tanks, the component should focus on enhancing the visibility of their work and securing demand from government agencies. In applying the lesson, the component will facilitate the sharing of the work of think tanks through the South Asia network on the Sustainable Development Goals. The component will build on the work done during 2019–2021 to further support capacity development by providing training, facilitating peer-to-peer learning and contributing to the policy advice provided by the think tanks to their Governments through their research and analysis. The work of the component will also be supplemented by the regular programme of technical cooperation.

*Expected progress towards the attainment of the objective, and performance measure*

16.310 This work is expected to contribute to the objective, as demonstrated by the think tanks in Afghanistan and Bhutan providing input to, and holding informed debates on, strategies for accelerating the achievement of the Sustainable Development Goals and building back better, and by their contributing to forums and debates of subregional think tanks (see table 16.47).

Table 16.47

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Recognition of the need to strengthen analytical capacity for formulating development policy in South Asian least developed countries, especially Afghanistan and Bhutan, at the second South Asia Forum on the Sustainable Development Goals, among other forums	Assistance to Afghanistan and Bhutan in developing analytical capacity launched following the request made by their Governments	Engagement of emerging think tanks in Afghanistan and Bhutan with established counterparts in other South Asian countries in addressing the policy challenges arising from the COVID-19 pandemic to accelerating the achievement of the Sustainable Development Goals	The think tanks in Afghanistan and Bhutan advance their use of analytical tools in research and analysis to accelerate the achievement of the Sustainable Development Goals	The think tanks in Afghanistan and Bhutan provide input to, and hold informed debates on, strategies for accelerating the achievement of the Sustainable Development Goals and building back better, and contribute to forums and debates of subregional think tanks

**Legislative mandates**

16.311 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

[63/260](#) Development-related activities

**Deliverables**

16.312 Table 16.48 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 16.48

**Component 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Reports for ESCAP	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>4</b>	<b>6</b>	<b>6</b>
2. Expert group meetings on policy and programme options to address emerging sustainable development issues in South and South-West Asia	4	2	2	2
3. Expert group meetings on sustainable development in South and South-West Asia	4	2	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>–</b>	<b>1</b>	<b>1</b>	<b>1</b>
4. Capacity-building projects on institutional programmatic priorities of ESCAP in South and South-West Asia	–	1	1	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>–</b>	<b>–</b>
5. Publications on sustainable development in South and South-West Asia	1	1	–	–
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>
6. Development paper series on economic and social development	3	3	4	5
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> web page on economic and social development in South and South-West Asia for subregional, regional and global access; substantive blog posts for the ESCAP website for regional and global access; and web portal of the South Asia network on the Sustainable Development Goals for subregional, regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> sessions at the South Asia Economic Summit, the sustainable development conference organized by the Sustainable Development Policy Institute, Pakistan, and other subregional events; a newsletter with updates related to the Sustainable Development Goals in South Asia for subregional, regional and global access; and press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme component.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme component for the ESCAP website in four areas, namely, regional cooperation for accelerating progress towards achieving the Sustainable Development Goals and building back better, sustainable connectivity, women's economic empowerment and the sustainable graduation of the least developed countries; and inputs for ESCAP social media platforms.				

## Component 5

### Subregional activities for development in South-East Asia

#### Objective

16.313 The objective, to which component 5 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia, including sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and resilient development.

#### Strategy

16.314 The scope of the component is framed by the partnership between ASEAN and the United Nations to a significant extent. To contribute to the objective, the

component will support the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025), as well as the complementarities road map for the period 2020–2025. The component will ensure that strategic and substantive matters are discussed in a timely manner by coordinating high-level dialogues and working-level meetings to ensure the relevance and effectiveness of the analytical work of ESCAP and its technical assistance to the subregion. These subregional processes represent opportunities to address the current challenges and priorities of ASEAN and the United Nations, and to enhance effective coordination among the various agencies and sectoral bodies while ensuring synergy in the implementation of the processes. The component will focus on sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and resilient development, which are identified in the complementarities road map as priority areas in which ESCAP can add value.

16.315 The component, in collaboration with the relevant subprogrammes of ESCAP, will deliver knowledge products on the regional and subregional perspectives on global issues for the member States in South-East Asia; provide a regional forum for the member States in South-East Asia to share their knowledge with other countries, both as a group and bilaterally; and support the implementation of subregional and regional frameworks. The component will also strengthen cooperation with ASEAN through increased engagement with the ASEAN secretariat and relevant sectoral bodies and committees, and through the ASEAN dialogue and partnerships with external stakeholders on initiatives to achieve the Sustainable Development Goals and subregional goals. The component will support member States in their progress towards the achievement of Sustainable Development Goals 3, 9, 10, 13 and 17.

16.316 The component plans to support member States on issues related to COVID-19 by contributing to the implementation of the ASEAN Comprehensive Recovery Framework to ensure that recovery efforts are in line with the 2030 Agenda and the Sustainable Development Goals. The component will contribute to four of the five broad strategies outlined in the Framework, in cooperation with subprogrammes 2 to 6. The component will coordinate joint substantive programming and dialogues between ESCAP and the ASEAN secretariat in the areas of inclusive business, freight transport connectivity, digital connectivity, social protection and women's economic empowerment.

16.317 The above-mentioned work is expected to result in:

- (a) Enhanced innovation, infrastructure and competitiveness in the ICT sectors of member States to support an economic and social transition towards a truly digital subregion;
- (b) Enhanced dialogue on opportunities for fair and equitable access to social protection, especially for various vulnerable groups, and for improving disability statistics, ageing and disability policies and social protection costing;
- (c) Enhanced policy dialogue and capacity for the sustainable use and management of water and marine resources; the monitoring and prevention of land degradation; and the monitoring of fine particulate matter in air pollution (PM<sub>2.5</sub> and PM<sub>10</sub>) and air quality management;
- (d) Enhanced policy dialogue on sustainable finance.

16.318 The planned support on issues related to COVID-19 is expected to result in improved coordination and coherence of policy proposals and technical assistance provided under the ASEAN Comprehensive Recovery Framework in the subregion.



## Programme performance in 2020

16.319 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **ASEAN COVID-19 recovery plans are aligned with regional cooperation for sustainable development**

16.320 In 2020, prompted by the COVID-19 pandemic, the component, in conjunction with other subprogrammes, reviewed and repurposed many of its deliverables in order to assess the impact of the pandemic, devise an immediate socioeconomic response and develop plans for recovery. In the case of South-East Asia, given that ESCAP is the coordinator of the economic and sociocultural pillars and the cross-sectoral cooperation under the ASEAN-United Nations Plan of Action, the component focused its efforts on ensuring that COVID-19 response and recovery efforts would not be made at the expense of progress towards the achievement of the Sustainable Development Goals. This was especially important, given the scale of the short-term economic impact of the pandemic and the predictions that the subregion's gross domestic product would contract by 4 per cent in 2020. The component therefore worked towards facilitating dialogue and providing strategic and substantive input for the development of the ASEAN Comprehensive Recovery Framework in line with the ambitions of the 2030 Agenda.

16.321 More specifically, the component helped to organize the ASEAN-ESCAP high-level policy dialogue on building a resilient ASEAN economic community in the aftermath of COVID-19. The component assisted in the organization of a high-level dialogue on enhancing complementarities between the ASEAN Community Vision 2025 and the 2030 Agenda, and of the Fourth South-East Asia Multi-stakeholder Forum on Implementation of the Sustainable Development Goals. The component also prepared strategic input for the high-level dialogue on ASEAN post-pandemic recovery and the meetings on women's empowerment and disability inclusion. The organization of these dialogues has resulted in the development of joint work between ESCAP and ASEAN.

#### *Progress towards the attainment of the objective, and performance measure*

16.322 The above-mentioned work contributed to the objective, as demonstrated by the alignment of the broad strategies of the ASEAN Comprehensive Recovery Framework, adopted at the thirty-seventh ASEAN Summit, with the 2030 Agenda (see table 16.49).

Table 16.49  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	The ASEAN Comprehensive Recovery Framework, aligned with the 2030 Agenda, is adopted at the thirty-seventh ASEAN Summit

## Planned results for 2022

16.323 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: enhanced subregional energy connectivity and accessibility<sup>27</sup>**

#### **Programme performance in 2020**

16.324 The component, in collaboration with subprogramme 9, built on earlier analytical work, including the publication entitled *Statistical Perspectives: Energy and Development in the ASEAN Region*, which provided an overview of energy sectors in the region to inform possible energy connectivity initiatives among ASEAN countries. The component, in collaboration with subprogramme 9 and the ASEAN Centre for Energy, also prepared, as planned, a publication on tracking Goal 7 in the ASEAN region, in which it reported on the status of implementation of Goal 7 by the countries. This publication was acknowledged by the renewable energy subsector network, a working group under the ASEAN Senior Officials Meeting on Energy, and presented at a special session of the ASEAN Energy Business Forum on the margins of the thirty-eighth ASEAN Ministers on Energy Meeting in November 2020.

16.325 The above-mentioned work contributed to further deliberations among member States on the achievement of Goal 7, which did not meet the planned target of ASEAN member States agreeing on solutions to Goal 7-related challenges that can be implemented through subregional cooperation reflected in the proposed programme budget for 2020. The three-way partnership among ESCAP, the ASEAN Centre for Energy and the ASEAN secretariat is still being developed to include substantive and intergovernmental collaboration on energy. In the light of the COVID-19 pandemic and its impact on the region at large, the component, in coordination with relevant subprogrammes, has focused efforts on supporting the development of the ASEAN Comprehensive Recovery Framework in 2020. In the process, the component has provided recommendations for priority initiatives to address the socioeconomic aspects of the recovery, including sustainable energy.

#### **Proposed programme plan for 2022**

16.326 The component 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 component will work to enhance collaboration and partnerships with ASEAN, including its secretariat, through support for ASEAN utilities and regulators in aligning regional power system integration with the Sustainable Development Goals. The expected progress is presented in the performance measure below (see table 16.50).

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<sup>27</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 19\)](#)).

Table 16.50  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
ASEAN member States and the United Nations identify the strategic priorities and measures to be undertaken by both sides to enhance regional cooperation and integration for sustainable development	ASEAN member States agree on the challenges impeding the implementation of Sustainable Development Goal 7	Further deliberations among ASEAN member States on the implementation of Goal 7	ASEAN member States identify strategies to further advance power grid connectivity and energy access	ASEAN utilities and regulators enhance the alignment of regional power system integration with the Sustainable Development Goals

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: strengthened cooperation and relations between ASEAN and ESCAP<sup>28</sup>

### Programme performance in 2020

16.327 The component has established a focus on activities that will assist and support countries at the subregional and national levels in addressing the COVID-19 pandemic. The component organized several high-level meetings with ASEAN and coordinated substantive discussions in collaboration with other subprogrammes. The component has coordinated with other subprogrammes and provided input to the joint report on the Comprehensive Partnership between ASEAN and the United Nations, which was submitted to the ASEAN secretariat and the United Nations Secretariat in September 2020, and to the ASEAN Comprehensive Recovery Framework, which was adopted at the thirty-seventh ASEAN Summit, in November 2020. At the Summit, member States also noted the further strengthening of the Comprehensive Partnership between ASEAN and the United Nations and said that they looked forward to enhancing cooperation under the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025).

16.328 The component, in collaboration with subprogramme 4, provided policy-relevant and scientific assessments, made recommendations on the sustainable management of natural resources in the ASEAN region through analytical products and organized a dedicated expert group meeting to discuss the formation of the ASEAN Resources Panel. This work facilitated the establishment of the Panel at the thirty-first meeting of the ASEAN Senior Officials on the Environment.

16.329 The component also coordinated the contributions from countries to the third Asia-Pacific Forum for South-South and Triangular Cooperation, which focused on responses to the COVID-19 pandemic.

16.330 The above-mentioned work contributed to the implementation of the complementarities road map for the period 2020–2025, including the establishment of the ASEAN Resources Panel, to enhanced cooperation between ASEAN and other subregions and to the adoption of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025), which met the planned targets reflected in the programme budget for 2021.

<sup>28</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

16.331 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to coordinate the work of subprogrammes in the implementation of the ASEAN-United Nations Plan of Action (2021–2025), the complementarities road map and the ASEAN Comprehensive Recovery Framework. The expected progress is presented in the performance measure below (see table 16.51).

Table 16.51  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>• Conceptualization of the draft complementarities road map for the period 2020–2025</li> </ul>	<ul style="list-style-type: none"> <li>• Noting of the complementarities road map 2020–2025 by ASEAN leaders</li> <li>• Formulation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025) begins in line with the road map</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the road map, including the establishment of the ASEAN Resources Panel</li> <li>• Enhanced cooperation between ASEAN and other subregions, e.g., ASEAN event at the regional South-South cooperation meeting</li> <li>• Noting of the Plan of Action</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Plan of Action with an increased number of joint ASEAN-United Nations initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Plan of Action with one additional joint ASEAN-United Nations initiative</li> </ul>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: empowering women entrepreneurs in ASEAN to overcome the socioeconomic impact of the COVID-19 pandemic

#### Proposed programme plan for 2022

16.332 The component proposed collaborations with ASEAN at the tenth meeting of the ASEAN Coordinating Committee on Micro, Small and Medium Enterprises, held in December 2020. Member States expressed specific interest in innovative policies for addressing the barriers faced by women-owned micro-, small and medium-sized enterprises in ASEAN.

#### *Lessons learned and planned change*

16.333 The lesson for the component was that the previous practice of presenting fully developed projects led to less-than-expected involvement of beneficiaries and that conceptualizing projects together with beneficiaries was key for their successful implementation. In applying this lesson, the component will involve the member States at the development stage to ensure the successful delivery and enhance the ownership of projects. In 2022, the component, in collaboration with subprogramme 6, will work on developing a partnership with the ASEAN Coordinating Committee on Micro, Small and Medium Enterprises to develop policy guidelines for addressing the specific needs of women entrepreneurs in policies and regulations on micro-, small

and medium-sized enterprises in the ASEAN region. This activity is in line with the ASEAN Strategic Action Plan for Small and Medium-sized Enterprise Development (2016–2025) and the ASEAN-United Nations Plan of Action (2021–2025).

*Expected progress towards the attainment of the objective, and performance measure*

16.334 This work is expected to contribute to the objective, as demonstrated by the commitment of the ASEAN member States to implementing the project on enhancing access, inclusion and liquidity for micro-, small and medium-sized enterprises and women entrepreneurs (see table 16.52).

Table 16.52

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Member States expressed interest in initiatives to address barriers faced by women entrepreneurs	Member States have increased access to tools such as guidelines for addressing the needs of women entrepreneurs in policies on micro-, small and medium-sized enterprises in the ASEAN region	Two ASEAN member States implement projects with a focus on enhancing the financial access and inclusion of women entrepreneurs

## Legislative mandates

16.335 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

63/260 Development-related activities

## Deliverables

16.336 Table 16.53 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 16.53

**Component 5: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	4	8	8	7
2. Expert group meetings on policy and programme options to address emerging sustainable development issues in South-East Asia	—	—	4	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
3. Expert group meetings on sustainable development in South-East Asia	4	4	4	4
4. Meetings on strengthening partnerships with ASEAN for sustainable development in South-East Asia	–	4	–	3
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	–	–	1	1
5. Capacity-building project on institutional programmatic priorities of ESCAP in South-East Asia	–	–	1	1
<b>Seminars, workshops and training events</b> (number of days)	–	2	–	1
6. Seminars on the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025)	–	2	–	1
<b>Technical materials</b> (number of materials)	1	1	1	1
7. Working papers on the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025)	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultations and advisory services to the subregion member States in priority areas of regional cooperation and integration for sustainable development.				
<b>Databases and substantive digital materials:</b> web page on economic and social development in South-East Asia for subregional, regional and global access; and substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme component.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme component for the ESCAP website in four areas, namely, climate action, environment, social development, and trade and financial integration; and inputs for ESCAP social media platforms.				

## Subprogramme 9

### Energy

#### Objective

16.337 The objective, to which this subprogramme contributes, is to ensure access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for renewable energy, energy efficiency, energy access and energy connectivity.

#### Strategy

16.338 To contribute to the objective, the subprogramme will continue to support member States in achieving the sustainable energy targets set out in Sustainable Development Goal 7. It will do so by improving the national expert Sustainable Development Goal tool for energy planning, an integrated modelling tool designed to assist policymakers in making informed decisions on their policy mix for energy access, energy efficiency and renewable energy to deliver on the targets of Goal 7 and the emission reduction goals under the Paris Agreement.

16.339 The subprogramme will also disseminate information on global and regional trends and new developments related to increasing access to energy, increasing the

share of renewable energy and improving energy efficiency; and on policy tools and approaches to promote the attainment of the targets of Goal 7, in partnership with international development agencies and development banks. Through its work, the subprogramme will continue to produce evidence-based policy guidance on the benefits of access to electricity, which enables the use of appliances for productive work and improves the functioning of schools, hospitals and other facilities, and on the benefits of access to clean cooking, which reduces the adverse health effects of cooking among women and children and the burden of unpaid fuel collection work, in particular for women and children in rural communities. The subprogramme will focus its capacity-building efforts on small island developing States, least developed countries and landlocked developing countries to accelerate progress towards inclusive access to clean cooking. The subprogramme will produce policy guidelines at the national level to increase access for poor households to clean cooking fuels. The Asia Pacific Energy Portal will offer up-to-date data and indicators, policy information and energy infrastructure mapping to help to enhance the evidence base for the achievement and monitoring of Goal 7 and interlinked Goals. The work of the subprogramme will contribute towards achieving Goals 5, 7 and 9.

16.340 The subprogramme will also work with member States and subnational authorities to improve energy efficiency, increase the uptake of renewable energy and enhance local capacity to develop and implement sustainable energy in urban areas. The work of the subprogramme in this area will comprise data collection and analysis, including methodology design and recommendations on policy and technology solutions tailored to the local context, and capacity-building for decision makers and planners at the local authority level. Furthermore, the subprogramme will facilitate peer-to-peer exchanges and partnerships in the areas of energy efficiency and renewable energy. This work will culminate in the development of strategies by member States for a transition towards lower carbon emissions.

16.341 The subprogramme will also facilitate international cooperation on energy connectivity in support of achieving Goals 7 and 17. Energy connectivity is a critical tool for supporting the energy transition, given that it provides an opportunity to reduce energy costs, improve energy security and increase the integration of renewable energy. The subprogramme will produce and contribute to the development of knowledge products on the benefits and implications of energy connectivity for energy security and resiliency, affordability and sustainability. Capacity-building activities will focus on developing a broader understanding of the benefits of energy connectivity and how to achieve them, with a view to encouraging the development of energy connectivity efforts, in particular increased power system integration. The subprogramme will also facilitate intergovernmental dialogue and provide recommendations on policies, legislation and mechanisms needed for connectivity to enable and enhance the transition to sustainable energy systems. The draft regional road map on power system connectivity, which will be submitted to the Committee on Energy for endorsement at its third session, will strengthen partnerships among agencies and member States by providing a clear set of strategies for increasing connectivity, including the sharing of policy and investment information and data related to energy connectivity.

16.342 One of the most affected economic sectors during the COVID-19 crisis has been the energy sector, which has seen the highest drop in energy demand of the past 70 years. The crisis has also highlighted the vulnerabilities of the energy sector to pandemics and other crises, as well as the vulnerability of other critical infrastructure that depends on energy to function. While in the short term the pandemic has affected the demand for fossil fuel energy more than for renewables, the consequences of the pandemic have affected the long-term investment outlook for energy, including sustainable energy projects.

16.343 The subprogramme plans to support member States on issues related to COVID-19 by offering policy options and analysis to strengthen the resilience of the energy sector to future crises on the basis of lessons learned from past crises, including the COVID-19 pandemic, while ensuring continued progress towards the achievement of Goal 7 and the objectives of the Paris Agreement on climate change.

16.344 The above-mentioned work is expected to result in:

(a) Enhanced capacity among member States to develop evidence-based policies to enable energy transition, in particular the capacity to plan for and realize nationally appropriate targets to advance nationally determined contributions to the Paris Agreement;

(b) Increased acceptance of evidence-based policies, strategies and investment plans to promote energy efficiency and renewable energy at the city level for a transition towards low-carbon economies;

(c) Greater capacity of member States to successfully advance energy access and enable ensuing socioeconomic benefits;

(d) Greater energy connectivity in the region.

16.345 The planned support on issues related to COVID-19 is expected to result in member States incorporating options and measures to enhance the resilience of the energy sector into national and local strategies.

## **Programme performance in 2020**

16.346 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 awareness of the potential benefits of power system connectivity in four subregions of the Asia-Pacific region**

16.347 The subprogramme, in collaboration with the subregional offices of South-East Asia, East and North-East Asia, North and Central Asia and South and South-West Asia, developed a set of reports examining subregional perspectives on cross-border power connectivity in order to broaden the understanding of policymakers of the benefits of power system integration in each subregion. In the subregional analyses, which took into account each subregion's unique context, a range of challenges and opportunities were identified, and policy recommendations were provided to improve power connectivity as an enabler of energy access and energy transition.

16.348 The subprogramme held consultative meetings with government officials and experts from each subregion to review and discuss technical issues related to the development of policy recommendations. The subprogramme ensured that clear linkages were established in each report to the achievement of Goal 7, in particular increasing the share of renewable energy in the energy mix and reducing greenhouse gas emissions. In East and North-East Asia, the subprogramme and component 2 have begun to collaborate to convert political commitments within the framework of the North-East Asia Regional Power Interconnection and Cooperation Forum into a subregional intergovernmental agreement.

16.349 These reports and consultative meetings also provided the basis for the publication entitled *Electricity Connectivity Road Map for Asia and the Pacific: Strategies towards Interconnecting the Region's Grids*. This work has also supported



the revision of the draft regional road map on power system connectivity. Furthermore, the secretariat published *Regional Power Grid Connectivity for Sustainable Development in North-East Asia: Policies and Strategies*, which provided an analysis of 130 studies and gave policymakers and other stakeholders an overview of the potential benefits of regional power grid interconnection in the subregion and a set of recommendations designed to guide and facilitate increased cooperation on connectivity among the Governments of North-East Asia.

*Progress towards the attainment of the objective, and performance measure*

16.350 The above-mentioned work contributed to the objective, as demonstrated by the agreement of member States to submit the draft regional road map on power system connectivity, thereby promoting cross-border electricity connectivity for sustainable development, for endorsement by the Committee on Energy at its third session (see table 16.54).

Table 16.54

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Political willingness to initiate a process to develop a regional road map on energy connectivity demonstrated through the adoption of the Ministerial Declaration on Regional Cooperation for Energy Transition towards Sustainable and Resilient Societies in Asia and the Pacific at the second Asian and Pacific Energy Forum	Member States provided inputs to a draft regional road map to inform policy dialogue on the regional approach to power connectivity	Member States reviewed the draft road map at an informal consultative meeting and recommended its submission to the Committee on Energy for consideration at its third session

**Planned results for 2022**

16.351 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: changing course: Goal 7 national road maps to set Asia and the Pacific on track for sustainable energy by 2030<sup>29</sup>**

**Programme performance in 2020**

16.352 The subprogramme provided capacity-building support to member States, including toolkits to support the development of enabling policies and strategies to attain each target of Goal 7 and conducted training for the development of Goal 7 road maps. Furthermore, the subprogramme incorporated into the toolkits issues related to interlinkages among the targets of Goal 7 and between Goal 7 and other Goals, such as Goals 1 and 13.

16.353 The above-mentioned work contributed to three finalized Goal 7 national road maps, without a further increase in 2020, which did not meet the planned target of

<sup>29</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 19)).

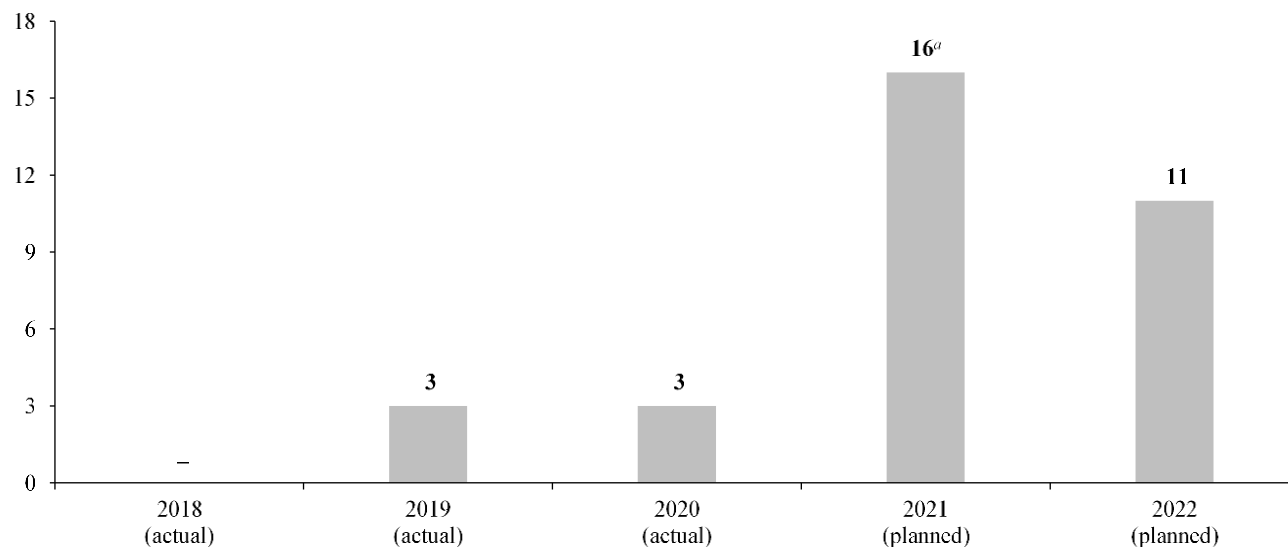
nine Goal 7 national road maps in the Asia-Pacific region reflected in the proposed programme budget for 2020. The scope of the national road maps has been expanded to include an assessment of the impacts of the COVID-19 pandemic on energy scenarios, and policy recommendations have been adjusted to include pandemic response measures alongside the Goal 7-focused actions. Data collection has proved to be complex in many countries, with more time taken than expected to assemble the datasets necessary to conduct the analysis. The subprogramme will respond to the request of the South Pacific Community to train its staff on the use of the tool with a view to developing national road maps in the Pacific.

### Proposed programme plan for 2022

16.354 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 tailored technical assistance to member States, upon request, in developing national strategies to address the gap between the existing energy policies and the targets of Goal 7, including ensuring access to electricity and clean cooking fuels and technologies, enhancing energy efficiency and increasing the uptake of renewable energy, which are linked to the implementation of nationally determined contributions under the Paris Agreement. This work will include technical support for the development of Goal 7 national road maps and capacity-building on modelling, energy financing and the implementation of clean energy strategies. The expected progress is presented in the performance measure below (see figure 16.IX).

Figure 16.IX

**Performance measure: total number of Goal 7 national road maps in the Asia-Pacific region (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: evidence-based and people-focused planning for sustainable energy<sup>30</sup>**

### **Programme performance in 2020**

16.355 The subprogramme has developed knowledge products on access to electricity and cleaner fuel, especially in rural areas, and has initiated a series of national workshops to support countries in assessing the strategies and policies necessary to address universal access to clean fuels and technologies. In 2020, the subprogramme conducted a systematic review of clean cooking and quantified the impact of clean cooking programmes and policies on health impacts and the adoption of clean cooking practices across 46,115 households globally. As part of the review, the subprogramme identified the technologies and programmes that work, as well as the key barriers to reducing adverse health impacts and increasing the adoption of clean cooking practices. Its findings may be used to inform future programmes and policies. The subprogramme then analysed various policies and strategies on clean cooking fuel and technologies in South-East Asian countries to identify their effectiveness in creating an enabling environment for the promotion of clean cooking. The subprogramme also conducted data-collection and stakeholder mapping exercises in multiple countries with a view to identifying existing evidence-based policies for attaining universal access. The subprogramme and its partners identified key challenges and opportunities, as well as appropriate stakeholders across health, energy and environment portfolios at the national and regional levels to exchange views and experiences and to communicate the urgency of clean cooking to energy policymakers.

16.356 The above-mentioned work contributed to three Goal 7 national road maps in the Asia-Pacific region, which did not meet the planned target of nine Goal 7 national road maps in the Asia-Pacific region reflected in the programme budget for 2021. Not all countries have the capacity to obtain access to clean cooking, and national studies on clean cooking have proved necessary to contribute to the development of Goal 7 national road maps for countries with special needs. These reports included strategies for attaining universal access to clean cooking fuel and technologies.

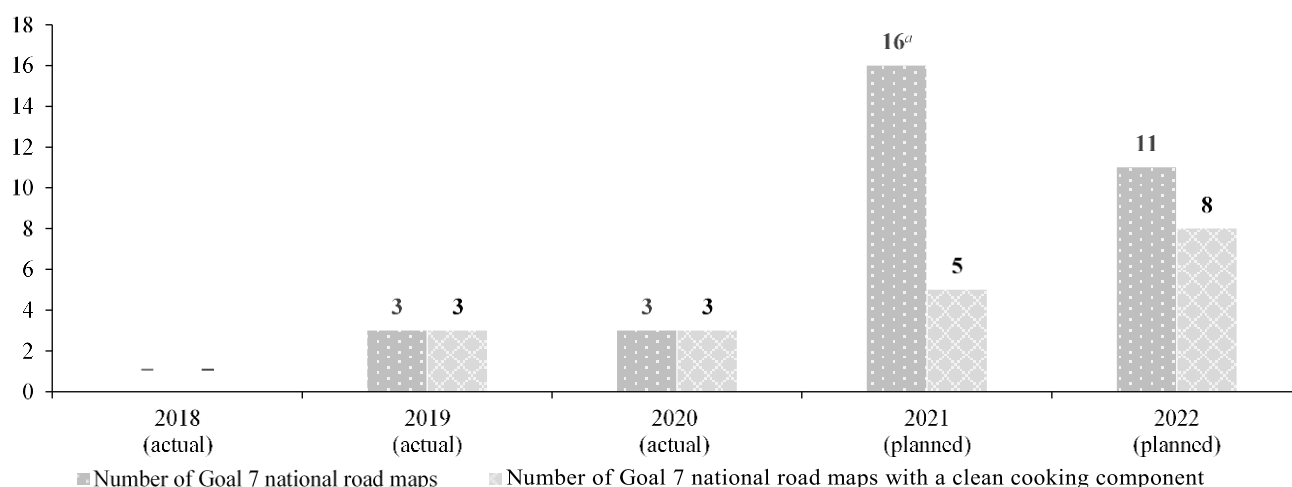
### **Proposed programme plan for 2022**

16.357 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 studies on clean cooking in two additional countries in 2021. In 2022, three additional countries will be analysed, with priority given to countries with special needs in the Asia-Pacific region. Furthermore, the subprogramme will provide policy analysis on clean cooking and recommendations to accelerate efforts to reach the target by 2030. The expected progress is presented in the performance measure below (see figure 16.X).

<sup>30</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Figure 16.X

**Performance measure: total number of Goal 7 national road maps in the Asia-Pacific region that include strategies for attaining universal access to clean cooking fuel and technologies (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: localization of Goal 7: evidence-based energy efficiency and renewable strategies for urban areas**

#### **Proposed programme plan for 2022**

16.358 Localizing the Sustainable Development Goals is key to making the goals relevant and real for communities, households and individuals, including those who are most at risk of being left behind. Localization is the process of taking into account subnational contexts in the implementation of the 2030 Agenda, from setting goals and targets, to determining the means of implementation and using indicators to measure and monitor progress. Effective policy development at the national and subnational levels is therefore crucial for achieving the Goals and meeting their underlying targets. The subprogramme, in partnership with UNEP, developed an analytical framework for establishing a baseline and tracking progress in cities under each target of Goal 7. In 2020, 19 South-East Asian cities were chosen, on the basis of a survey administered by the subprogramme, to prepare fact sheets on Goal 7 localization, known as “snapshots”, addressing the interlinkages of this Goal with other Goals. The 19 snapshots were used to select five cities to conduct detailed studies, which are expected to be completed in 2021.

#### *Lessons learned and planned change*

16.359 The lesson for the subprogramme was that there is a high demand for support on local strategies to complement the Goal 7 national road maps, as cities differ significantly in their progress and efforts towards the localization of Goal 7. The subprogramme identified that there is demand for capacity-building and access to financial resources to support the implementation of and mechanisms to complement coordination efforts among the national, subnational and local levels of governance and robust energy data-collection and monitoring systems.

16.360 In applying the lesson, the subprogramme will develop comprehensive city road maps on Goal 7. The subprogramme will also publish the results of the analysis of the localization of Goal 7 in the participating cities and will organize a regional meeting to

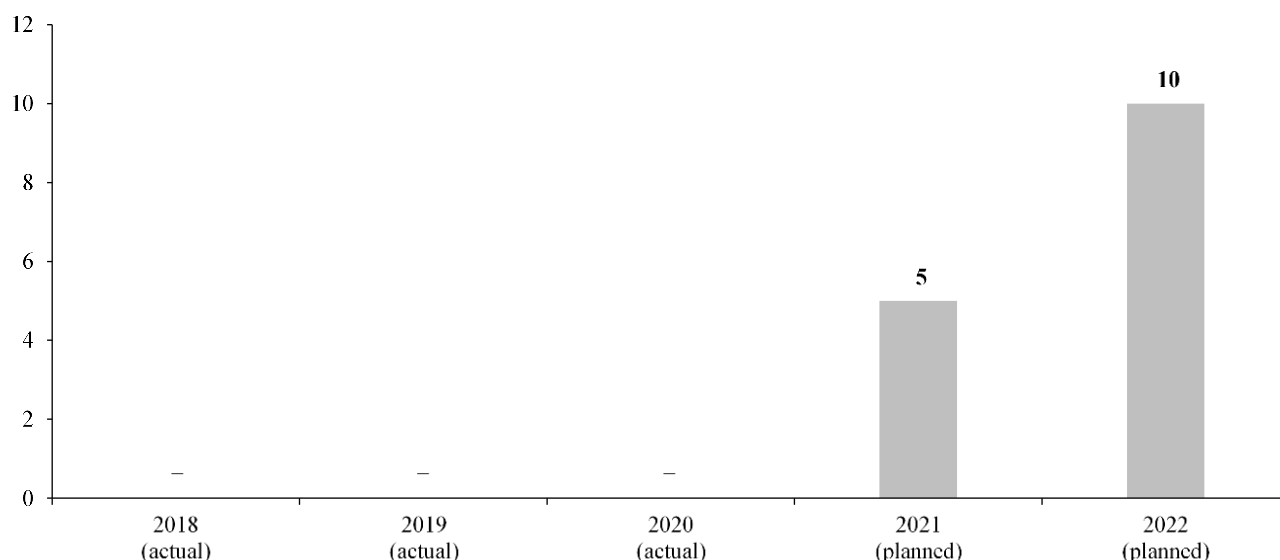
share the experience of South-East Asia in developing strategies to support the attainment of Goal 7. In 2022, the subprogramme will further support the cities in identifying areas for action to accelerate their progress towards achieving the targets of Goal 7. In order to provide robust recommendations on such areas, tailored to the local context of each city under analysis, the subprogramme will conduct detailed studies with the application of integrated modelling of the Goals using the national expert Sustainable Development Goal tool for energy planning. The subprogramme will also support the enhancement of capacity of subnational and local governments and other relevant stakeholders for the localization of Goal 7 through e-learning modules, which will be available for any city in the world and will enable the engagement of more cities in the region. In this way, the subprogramme will also be able to offer capacity-building support to cities that may still be affected by travel restrictions related to the COVID-19 pandemic.

*Expected progress towards the attainment of the objective, and performance measure*

16.361 This work is expected to contribute to the objective, as demonstrated by the uptake by selected cities of 10 Goal 7 city road maps that provide detailed analysis and development strategies for transiting to a low carbon future (see figure 16.XI).

Figure 16.XI

**Performance measure: total number of localized Goal 7 city road maps taken up by Asia-Pacific cities (cumulative)**



## Legislative mandates

16.362 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

65/151	International Year of Sustainable Energy for All	75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
67/215	Promotion of new and renewable sources of energy		

*Economic and Social Council resolutions*

2011/14	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific	2013/19	Conclusion of the work of the Commission on Sustainable Development
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*Economic and Social Commission for Asia and the Pacific resolutions*

64/3	Promoting renewables for energy security and sustainable development in Asia and the Pacific	70/9	Implementation of the outcomes of the first Asian and Pacific Energy Forum
67/2	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific	73/8	Strengthening regional cooperation for sustainable energy development in Asia and the Pacific
68/11	Connectivity for energy security	74/9	Implementation of the outcomes of the Second Asian and Pacific Energy Forum

## Deliverables

16.363 Table 16.55 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 16.55

**Subprogramme 9: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Energy	–	–	1	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>10</b>	<b>6</b>	<b>16</b>	<b>10</b>
3. Meetings of the Committee on Energy	–	–	6	–
4. Expert working group meetings to support the achievement of Sustainable Development Goal 7	4	1	4	4
5. Expert working group meetings on energy connectivity and regional cooperation	4	4	4	4
6. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment (energy-related issues)	2	1	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>5</b>	<b>2</b>	<b>2</b>
7. Capacity-building projects on the implementation of Goal 7	3	5	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
8. Policy dialogues on energy	1	1	1	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>
9. Publications on energy	1	1	1	4
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>
10. Technical materials on energy	1	2	1	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> policy advice to all member States, upon request, on the implementation of Goal 7.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Databases and substantive digital materials:</b> regular, typically monthly, updates of the Asia Pacific Energy Portal, including policy information, data and infrastructure maps for regional and global access; substantive blog posts for the ESCAP website for regional and global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> information materials on subregional statistical perspectives on sustainable energy targeted at government officials and technical experts in the region; and press interviews for major publications and events.				
<b>External and media relations:</b> press releases and op-ed articles on the work and activities of the subprogramme.				
<b>Digital platforms and multimedia content:</b> regular, typically monthly, updating and maintenance of web pages of the subprogramme for the ESCAP website in six areas, namely, renewable energy, energy efficiency, cleaner use of fossil fuels, access to electricity, access to clean cooking, and energy connectivity and regional cooperation; and inputs for ESCAP social media platforms.				

## **Programme 17**

### **Economic development in Europe**

#### **Overall orientation**

##### **Mandates and background**

17.1 The Economic Commission for Europe (ECE) is responsible for facilitating economic integration and cooperation among its member States and promoting sustainable development and economic prosperity in the ECE region. The mandate derives from the priorities established in relevant Economic and Social Council resolutions, including on the workplan on reform of ECE and the outcome of the review of the 2005 reform of ECE (resolutions 2006/38 and 2013/1, respectively), and Council resolution 36 (IV). The ECE region continues to face economic and environmental challenges in addressing the complexity of achieving the Sustainable Development Goals, which remain a source of primary concern to member States. The Commission provides a regional intergovernmental platform from which to address these challenges, such as promoting sustained economic growth and sustainable mobility in the region, facilitating trade and economic integration, protecting the environment, ensuring a flexible and efficient energy supply, strengthening the capacity for measuring sustainable development, building urban sustainability and addressing the implications of demographic trends. The work of the Commission is grounded in many of its conventions, norms and best practices that provide sustainable solutions to problems in areas critical to sustainable development, including those spanning national borders. Apart from serving as a platform for Governments and other stakeholders to collaborate in developing legal instruments and formulating policies for sustainable development, ECE provides specialized and demand-driven technical assistance to build the capacity of countries to implement these instruments, policies and best practices, and facilitates their uptake. ECE support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of capacity-building activities and projects under the regular programme of technical cooperation and the United Nations Development Account.

##### **Strategy and external factors for 2022**

17.2 ECE aims to promote regional cooperation and integration as a means of achieving sustainable development in the ECE region. Its intergovernmental bodies, which comprise the Commission and its sectoral committees, provide the foundation for ECE support for national Governments and other stakeholders in advancing the achievement of the Sustainable Development Goals. By convening the annual Regional Forum on Sustainable Development, ECE also provides a region-wide multi-stakeholder platform for the follow-up and review of the Goals, focusing on peer learning and the exchange of practical solutions for achieving sustainable development. The work of ECE is aligned with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the New Urban Agenda.

17.3 The strategy of the programme is based on the implementation of core interlinked functions that are consistent with the legislative mandates of ECE, namely, policy dialogue, normative work and technical cooperation. In line with the principles of the reform of the United Nations development system at the regional level, in implementing its strategy in 2022, ECE will provide a neutral platform for policy



dialogue to address multi-country, transboundary and regional economic and environmental issues among its 56 member States. The normative work of the programme will focus on the development and implementation of international legal instruments, norms and standards in areas critical to sustainable development, and on the identification and dissemination of best practices within and outside the region. Through technical cooperation in its areas of expertise, the programme will provide integrated policy advice, normative support and capacity-building, aimed at expanding the use of its normative outputs, facilitating the achievement of the Sustainable Development Goals at the country level and achieving multiplier effects by targeting cross-border issues.

17.4 The strategy of the programme is achieved through an integrated approach to sustainable development, which builds on synergies and the results-oriented work of its eight subprogrammes, namely, environment; transport; statistics; economic cooperation and integration; sustainable energy; trade; forests and the forest industry; and housing, land management and population.

17.5 The work of the ECE subprogrammes is aligned with specific Sustainable Development Goals. Identifying and exploiting cross-sectoral synergies of the 2030 Agenda for Sustainable Development and engaging multiple actors for joint action will be critical to accelerating progress in achieving the Goals and will remain a key strategic focus in the future work of ECE. To that end, the Commission will continue to leverage its integrated approach by providing multisectoral policy advice and capacity-building through cross-sectoral collaboration among its eight subprogrammes in four nexus areas at which multiple Goals converge, namely: (a) the sustainable use of natural resources; (b) sustainable and smart cities for all ages; (c) sustainable mobility and smart connectivity; and (d) measuring and monitoring progress towards achieving the Goals.

17.6 In 2022, the programme will continue to provide support to its member States in addressing economic and environmental challenges of achieving the Sustainable Development Goals. Specific attention will be placed on promoting solutions that help to address environmental pressures while ensuring economic prosperity – an ongoing challenge for the ECE region that is central to advancing sustainable development. The Commission will actively contribute to the decade of action for the Goals in the ECE region by engaging its convening power, normative production and technical cooperation, by leveraging its partnerships and best expertise from its networks of experts and by serving as a knowledge hub to promote integrated and cross-sectoral solutions for achieving the Goals. Taking into account a significant environmental footprint of the economies in the ECE region, the Commission will also focus its attention on making progress towards a circular economy and the sustainable use of natural resources, which member States agreed would be the theme of the Commission session to be held in April 2021. ECE will also continue its work to support the efforts of member States to ensure a longer-term recovery from the coronavirus disease (COVID-19) pandemic, bearing in mind that, as the region recovers from this crisis, it has a unique opportunity to build back sustainably.

17.7 For 2022, the ECE planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by member States. Such planned deliverables and activities include: (a) developing policy analyses and recommendations for member States on issues related to the COVID-19 economic recovery phase; (b) broadening and adapting the ECE legally binding instruments, standards and sustainable resource management frameworks to the post-COVID-19 realities and member State needs; (c) assessing lessons learned, implementing capacity-building activities and promoting exchanges of experiences and good practices, including by refocusing and/or adapting existing activities, to support member States in their efforts to build a more resilient, sustainable and productive

economy in the future; and (d) developing studies and publications and organizing webinars and panel discussion on how different sectors of economy can contribute to building back better economies and more resilient cities and communities. Specific examples of such planned deliverables and activities are provided under subprogrammes 1 to 8. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 1, 3, 6, and 8.

17.8 With regard to cooperation with other entities at the global, regional, national and local levels, ECE will build on its close cooperation with international and regional organizations and other regional actors, such as the Organisation for Economic Co-operation and Development (OECD), the Organization for Security and Cooperation in Europe, the European Union and the Eurasian Economic Union. ECE will also strengthen its partnerships with the private sector and civil society organizations, think tanks and the academic sector in order to facilitate the Commission's policy dialogue and normative work and to engage them in the implementation by member States of the 2030 Agenda.

17.9 With regard to inter-agency coordination and liaison, ECE will continue to play a key role in coordinating regional United Nations system entities. Following the establishment of the regional collaborative platform for Europe and Central Asia as an outcome of the repositioning of the United Nations development system at the regional level, ECE will co-lead the platform and work as part of the secretariat servicing the collaborative platform, aimed at promoting joint action and closer cooperation among United Nations regional entities and their partners in addressing regional, cross-cutting policy issues, offering integrated policy advice and providing regional perspectives at the global level. This work will benefit from continued strategic partnerships and joint initiatives, programmes and projects established by ECE with other United Nations entities and international financial institutions, for example, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme, the United Nations Development Programme, the International Trade Centre, the World Trade Organization and the World Bank. ECE will actively engage in issue-based coalitions aimed at facilitating concerted action between various United Nations agencies and partners on the operational level. Cooperation with other regional commissions will be pursued through joint initiatives, programmes and projects so as to use knowledge management for better results. The United Nations Special Programme for the Economies of Central Asia, implemented jointly by ECE and the Economic and Social Commission for Asia and the Pacific, will serve as the major framework for cooperation with other relevant stakeholders in Central Asia. At the country level, ECE will work closely with the resident coordinators and United Nations country teams in 17 United Nations programme countries in the ECE region to seek opportunities for joint programmes and projects in response to country demands, including on the impact of COVID-19, through social and economic response plans prepared by United Nations country teams. ECE will also continue its active engagement as part of the 17 United Nations country teams in the region through the United Nations Sustainable Development Cooperation Frameworks. The programme will also promote interregional, including South-South, and triangular cooperation.

17.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Member States continue to support the work of ECE and give high priority to regional and subregional cooperation and integration, with a view to achieving sustainable development;

(b) All relevant stakeholders at the national level have the political will to cooperate in implementing ECE legal instruments, norms and standards;

(c) Voluntary resources continue to be available.

17.11 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that implementation of the proposed deliverables and activities for 2022 will be feasible. However, if the pandemic were 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.

17.12 ECE integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Its work in this area is intended to support member States in the achievement of Sustainable Development Goal 5. In 2022, all sectoral committees governing the ECE subprogrammes will include gender mainstreaming in their work agendas, all ECE technical cooperation projects will be assessed against their impact on gender and the Commission will continue its work on gender and economy, including capacity-building activities for women entrepreneurs from Central Asia. Furthermore, all subprogrammes will continue to mainstream gender into their substantive work and promote the participation of women in all meetings and workshops.

17.13 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy and General Assembly resolution [74/144](#), ECE integrates disability inclusion into its operational activities, deliverables and results, as appropriate. Through the work of its subprogrammes, ECE will continue to mainstream relevant inclusiveness aspects into its programmes and projects and will consider disability-related perspectives in the development of norms and standards.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

17.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of ECE, compromising its convening capacity and norm-setting work. The impact included: (a) a significantly reduced number of ECE intergovernmental meetings with interpretation (from three to one meeting a day) as a result of a combination of COVID-19 response measures and liquidity constraints, which prevented the United Nations Office at Geneva from providing the necessary conference services, including interpretation; (b) meetings and capacity-building initiatives postponed beyond 2020 or cancelled; and (c) a change in the mode of delivery of meetings and capacity-building workshops from in-person to virtual or a hybrid format, with no or reduced interpretation. Specific examples of the impact are provided under subprogrammes 1 to 8. The change in approach and postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 3, 4, 5 and 7.

17.15 At the same time, however, some planned deliverables and activities were modified, or new activities 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. These included: (a) the development of an ECE action framework for responses to the COVID-19 crisis comprising 13 emergency instruments relevant for the immediate response to the crisis and 55 medium- and long-term measures that could be used to reduce risk and “recover better”; (b) the launch of an interactive online platform on COVID-19 and official statistics on the

ECE website; (c) the creation of an observatory on border crossing status due to COVID-19, the establishment of the multidisciplinary advisory group on transport responses to the COVID-19 crisis and an early deployment of the paperless and contactless eTIR international system; (d) adapting the overall theme of the first Forum of Mayors, held on 6 October 2020, to amplify local solutions and strengthen the resilience of cities to emergencies, including to COVID-19; (e) support for member States in addressing the economic and social impacts of the COVID-19 crisis through projects and activities funded from the United Nations Development Account, the regular programme of technical cooperation and the COVID-19 multi-partner trust fund; (f) the launch of a website for sharing information on food loss/waste threats in member States and collecting information that could support Governments in overcoming the impact of COVID-19 on international trade; (g) the initiation of studies on and rapid assessments of the COVID-19 impact in areas crucial to member States; and (h) the provision of COVID-19-related information and lessons learned through publications, webinars, panel discussions and briefings to member States. Specific examples of the modified/new activities are provided under subprogrammes 1 to 4 and 6 to 8. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 1 to 4, 6 and 8.

17.16 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, ECE will mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples include the adoption of mitigating measures by adjusting, where possible, ECE methods of work and approaches to developing its normative, policy guidance and other products. In particular, ECE organized official intergovernmental meetings either as English-only informal consultations or hybrid/virtual meetings with reduced servicing capacity, including interpretation facilities. While it helped to ensure business continuity, that adjustment reduced the networking opportunities for participants that would, in general, support the negotiation and decision-making process. It also reduced the participation of delegations from member States where English was not an official language, thus affecting both the normative work and the sharing of national experiences and lessons learned. By engaging in an informative learning curve on how to conduct United Nations business online, ECE also organized new webinars and online capacity-building workshops targeted at the same groups of stakeholders and experts that used to participate in the work of ECE. While not all areas of work lent themselves to online approaches, including owing to the lack of interpretation services and differences in time zones, for those topics and settings that did there were significantly higher rates of participation by experts, improved control of agendas and more cross-cutting themes discussed. On the basis of those lessons, ECE will build on the advantages of virtual and in-person interactions while minimizing their relevant shortcomings.

## Legislative mandates

17.17 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

66/288	The future we want	69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
67/10	Cooperation between the United Nations and the Eurasian Economic Community		
67/290	Format and organizational aspects of the high-level political forum on sustainable development	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/231	Development cooperation with middle-income countries
71/14	Cooperation between the United Nations and the Shanghai Cooperation Organization	74/235	Women in development
71/16	Cooperation between the United Nations and the Economic Cooperation Organization	74/271	Progress towards an accountability system in the United Nations Secretariat
72/237	South-South Cooperation	74/297	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
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	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
73/10	Cooperation between the United Nations and the Central European Initiative	75/8	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
73/195	Global Compact for Safe, Orderly and Regular Migration	75/9	Cooperation between the United Nations and the Commonwealth of Independent States
74/122	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	75/12	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
74/128	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	75/216	Disaster risk reduction
74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility	75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all
74/216	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	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

*Economic and Social Council resolutions*

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2013/1	Outcome of the review of the 2005 reform of the Economic Commission for Europe
2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission		

*Economic Commission for Europe decisions*

A (64)	The work of the Economic Commission for Europe	A (66)	Endorsement of the High-level statement on the post-2015 development agenda and expected sustainable development goals in the ECE region
A (65)	Outcome of the review of the 2005 reform of ECE	A (68)	High-level statement
		B (68)	Extension of the mandate of the Regional Forum on Sustainable Development

## Deliverables

17.18 Table 17.1 lists the crosscutting deliverables, by category and subcategory, for the period 2020–2022.

Table 17.1

### Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>23</b>	<b>20</b>	<b>33</b>	<b>22</b>
1. Documentation for the Economic Commission for Europe	–	–	10	–
2. Documentation for meetings related to follow-up on global conferences or to cross-sectoral issues	3	2	3	2
3. Documentation for the ECE Executive Committee	20	18	20	20
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>13</b>	<b>11</b>	<b>23</b>	<b>17</b>
4. Meetings of the Economic Commission for Europe	–	–	4	–
5. Meetings related to follow-up of global conferences or to cross-sectoral issues	3	1	3	3
6. Meetings of the ECE Executive Committee	5	6	7	5
7. Meetings of the SPECA Working Group on Gender and SDGs of the United Nations Special Programme for the Economies of Central Asia	2	1	2	2
8. Meetings of the Fifth Committee	1	1	1	1
9. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the regional collaborative platform	–	–	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	–	<b>1</b>	–	–
12. Project on improving knowledge of ECE member States to design and implement integrated policies in support of the 2030 Agenda for Sustainable Development at regional and national levels (ECE nexuses project)	–	1	–	–
<b>Seminars, workshops and training events</b> (number of days)	<b>28</b>	<b>18</b>	<b>28</b>	<b>20</b>
13. Training courses for government officials and private sector (women entrepreneurs) on women's entrepreneurship	28	18	28	20
<b>Publications</b> (number of publications)	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
14. Publication on the regional implementation of, follow-up on and review of the 2030 Agenda for Sustainable Development	1	–	1	1
15. Publication on gender for sustainable development	1	1	1	1
16. Publication on technical cooperation for the 2030 Agenda	1	–	–	–
17. ECE annual report	–	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to up to 4 member States implementing the United Nations Sustainable Development Cooperation Framework process and “One United Nations” programme.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> promotional materials (brochures, banners, panels, posters and postcards); films on ECE activities.				
<b>External and media relations:</b> ECE weekly newsletter; press conferences on ECE activities; press releases on ECE activities, for regional and global access.				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Digital platforms and multimedia content:</b> update and maintenance of the website of the Executive Committee, the gender website and the technical cooperation activities website; update and maintenance of the website providing access to information and documents related to ECE as a whole; and news on ECE activities on 4 social media platforms.				

## Evaluation activities

17.19 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Self-evaluation on Innovation for Sustainable Development Reviews and the Subregional Innovation Policy Outlook (subprogramme 4);
- (b) Self-evaluation on ECE collaboration with United Nations and other partners in delivering on energy for sustainable development (subprogramme 5);
- (c) Self-evaluation on advancing intergovernmental work towards the implementation of the 2017 Lisbon Ministerial Declaration and the regional implementation strategy for the Madrid International Plan of Action on Ageing commitments (subprogramme 8).

17.20 The findings of the self-evaluations referenced above have been considered for the programme plan for 2022. For example, in line with the principles of the United Nations Evaluation Group, ECE evaluations are intended to promote organizational learning, contribute to improvements in programme performance and ensure the accountability of the Secretariat. For subprogramme 4, the recommendations arising from the evaluation of Innovation for Sustainable Development Reviews, namely, to enhance the coherence of the collaboration with United Nations entities and other stakeholders through joint activities and to more systematically collect peer review comments in writing, will be duly incorporated into future Reviews. For subprogramme 5, the recommendations arising from the evaluation of ECE collaboration with United Nations and other partners in delivering on energy for sustainable development, namely, to continue efforts to mobilize extrabudgetary resources for enduring technical assistance and advisory interventions to support the development of policy and legal frameworks, strengthen institutions and build capacity, will be duly incorporated. For subprogramme 8, the recommendations arising from the evaluation on efforts to advance intergovernmental work towards the implementation of the Lisbon Ministerial Declaration and the Regional Implementation Strategy for the Madrid International Plan of Action on commitments, namely, to ensure greater coherence on ageing issues at national and regional levels by strengthening the linkages between the 2030 Agenda and the Sustainable Development Goal reporting frameworks with Plan of Action/Regional Implementation Strategy commitments, will be duly incorporated. In 2022, ECE will continue to strengthen the role of evaluation findings in programme design, delivery and policy directives. Since 2017, the Secretariat has reported on key results of evaluations to the Executive Committee on an annual basis. The annual report on evaluations contains summaries of key evaluations, plans and recommendations for future actions; it also indicates the recommendations that were closed during the period.

17.21 The following self-evaluations are planned for 2022:

- (a) Self-evaluation on the relevance of the Forest Products Annual Market Review to the needs of member States and challenges in the forest sector (subprogramme 7);

(b) Self-evaluation on the country profiles on urban development, housing and land management and smart sustainable city profiles as tools to support the evidence-based approach to achieving the Sustainable Development Goals (subprogramme 8);

(c) Self-evaluation on the activities serviced by ECE under the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (Aarhus Convention) and its Protocol on Pollutant Release and Transfer Registers (2018–2021) (subprogramme 1).

## **Programme of work**

### **Subprogramme 1 Environment**

#### **Objective**

17.22 The objective, to which this subprogramme contributes, is to improve environmental governance and performance for safeguarding the environment and health.

#### **Strategy**

17.23 The strategy of the subprogramme is based on the implementation of the core interlinked functions of international policy dialogue, normative work, capacity-building and the dissemination of good practices and lessons learned in the areas of air quality, water, industrial safety, public participation, impact assessment, environmental monitoring and assessment, environmental performance, education for sustainable development, and mainstreaming of environmental concerns into other dimensions of sustainable development. Through its work, the subprogramme will contribute to the four ECE nexuses, as reflected in paragraph 17.5 above.

17.24 To contribute to the objective, the subprogramme will support the implementation of outcomes of global and regional summits and conferences, and support and promote the implementation by countries of the ECE multilateral environmental agreements, contributing to achieving mainly Sustainable Development Goals 3, 6, 9, 11 to 13, 15 and 17, through the core interlinked functions reflected in paragraph 17.23 above. In addition, it will support and promote the implementation by countries of the ECE policy tools that include the ECE Environmental Performance Review Programme, contributing to achieving mainly Goals 6, 11 to 13 and 15; the ECE Environmental Monitoring and Assessment Programme, contributing to achieving mainly Goal 17; the ECE strategy for education for sustainable development, contributing to achieving Goals 4 and 12; and the Transport, Health and Environment Pan-European Programme, contributing to achieving mainly Goals 3, 11, 13 and 17. Furthermore, the subprogramme will support and promote the sharing of information (e.g., through the Shared Environmental Information System), experiences and good practices in the ECE region. The subprogramme will continue to promote synergies between ECE multilateral environmental agreements, through joint activities.

17.25 The subprogramme will also continue to conduct Environmental Performance Reviews, assisting countries in the implementation of the recommendations from those Reviews and monitoring the impact of the recommendations on national policies. Using a country needs-based approach, the subprogramme will support



countries, with a focus on those in the Caucasus, Central Asia and Eastern and South-Eastern Europe, in environmental policymaking, monitoring, assessment and management, including by providing an intergovernmental platform for representative policymaking and decision-making, organizing workshops and training events, and providing advisory services. Work will also be undertaken with interested non-ECE countries, including those wishing to join the multilateral environmental agreements that are open to global accession.

17.26 The subprogramme plans to support member States on issues related to COVID-19 by developing policy packages and/or recommendations, such as providing concrete recommendations for member States addressing emerging issues related to the work of the subprogramme, including ensuring effective access to information, public participation in decision-making and access to justice in the case of a crisis that have been identified as being of concern during the COVID-19 pandemic and the subsequent economic recovery phase.

17.27 The above-mentioned work is expected to result in:

- (a) Improved environmental governance and performance;
- (b) Strengthened integration of environmental concerns into sectoral policies in the ECE member States;
- (c) Strengthened capacities of countries for the effective development and implementation of environmental legislation and policy;
- (d) Improved response to environmental challenges by ECE member States;
- (e) Enhanced cross-border cooperation between countries and effective international and national cooperation;
- (f) Strengthened implementation of ECE multilateral environmental commitments and increased geographical coverage.

17.28 The planned support on issues related to COVID-19 is expected to result in the strengthened integration of environmental concerns into sectoral policies during the subsequent post-pandemic economic recovery phase in the ECE member States.

## **Programme performance in 2020**

17.29 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 rights of the public to information on, participation in and justice for environmental matters during the COVID-19 pandemic**

17.30 The Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and its Protocol on Pollutant Release and Transfer Registers provide for several obligations specifically relevant in the context of COVID-19. The two treaties are the only global legally binding instruments that give the public broad and concrete rights to participate in decision-making and to have access to information and justice regarding the environment. In doing so, the Convention links environmental and human rights and is intended to protect the rights of both present and future generations so that they can live in a healthy environment. In turn, public participation in decision-making concerns legislation, plans, policies and projects related to these matters. In the response to present threats to human health and/or the environment posed by COVID-19, it is required under the Convention that all information that could enable the public to take measures to prevent or mitigate harm arising from the threat and that is held by a

public authority be disseminated immediately and without delay to those who may be affected.

17.31 ECE services all activities under the Convention and its Protocol. The work done under the Convention and its Protocol not only maintained, but also strengthened the rights mentioned above in the context of the COVID-19 pandemic, given that they embody the right to a healthy environment. In 2020, the subprogramme supported, among other activities, the project on the Shared Environmental Information System and organized thematic sessions, open to all United Nations Member States, dedicated to the requirements under the Convention and its Protocol also in the context of COVID-19, focusing on, for example, public litigation, the protection of defenders of the environment, public participation in trade negotiations, pollutant release and transfer registers, and digital transformation to support the circular economy, biosafety and community resilience. These activities are intended to help parties and other interested member States to enhance governance and accountability and to promote more effective and inclusive decision-making in environmental matters. In addition, the activities are intended to help to build public consensus on environmental issues and public ownership of solutions and decisions, which also leads to increased social cohesion and strengthened communities.

*Progress towards the attainment of the objective, and performance measure*

17.32 The above-mentioned work contributed to the objective, as demonstrated, for example, by the improved capacity of Kazakhstan (see ECE/MP.PP/C.1/2021/6) to meet the requirements of the Convention by holding public hearings during the COVID-19 pandemic through videoconferencing. In addition, through the advisory support provided by the Convention's Compliance Committee,<sup>1</sup> Kazakhstan and other parties and interested States Members of the United Nations received concrete recommendations on how to ensure effective access to information, public participation in decision-making and access to justice in the case of a crisis such as the COVID-19 pandemic and the subsequent economic recovery phase (see table 17.2).

Table 17.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Strengthened capacity of parties to the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and other interested States Members of the United Nations to ensure effective access to information, public participation in decision-making and access to justice during the COVID-19 pandemic

<sup>1</sup> See statement of the Compliance Committee on the application of the Aarhus Convention during the COVID-19 pandemic and the economic recovery phase. Available at [https://unece.org/fileadmin/DAM/env/pp/compliance/CC-67/ece.mp.pp.c.1.2020.5.add.1\\_advance\\_unedited.pdf](https://unece.org/fileadmin/DAM/env/pp/compliance/CC-67/ece.mp.pp.c.1.2020.5.add.1_advance_unedited.pdf).

### **Impact of COVID-19 on subprogramme delivery**

17.33 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to the organization of intergovernmental meetings, seminars and workshops. It also delayed by one year or more delivery of two reviews undertaken by the ECE Environmental Performance Reviews Programme. Owing to travel and lockdown restrictions, the Programme had to postpone to 2021 fact-finding missions on the third Review of Azerbaijan and the second one of Morocco (originally planned, respectively, for the spring and autumn of 2020). The subprogramme has also reconsidered its way of conducting capacity-building activities, and the organization of several capacity-building events online allowed for reaching out to new audiences. However, it proved challenging to organize virtual capacity-building events for some regions, owing to the difficulty in ensuring interpretation and differences in time zones. Consequently, some capacity-building activities had to be postponed.

17.34 At the same time, however, the subprogramme identified additional and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives. In particular, the subprogramme helped countries to respond to the COVID-19 pandemic with policy packages that increased resilience and supported a sustainable economic recovery; initiated the preparation of new principles on sustainable and healthy sustainable transport, taking stock of experiences from the pandemic; reconfigured a United Nations Development Account project under the Environmental Monitoring and Assessment Programme to strengthen the capacity of target countries in producing environment- and health-related indicators and their use in decision-making on environment and health topics; and, through the advisory support provided by the Compliance Committee, provided concrete recommendations for Kazakhstan and other interested parties and member States on how to ensure effective access to information, public participation in decision-making and access to justice in the case of a crisis such as the COVID-19 pandemic and the subsequent economic recovery phase. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### **Planned results for 2022**

17.35 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: extension of the life of nuclear power plants<sup>2</sup>**

##### **Programme performance in 2020**

17.36 The subprogramme has, through the secretariat to the Convention on Environmental Impact Assessment in a Transboundary Context (Espoo Convention), supported the substantive work, including through assisting in the development of the relevant documents and the organization of meetings of the ad hoc working group established at the seventh session of the Meeting of the Parties, held in Minsk from 13 to 16 June 2017. Twenty-nine parties to the Convention have nominated their representatives to participate in the work of the ad hoc working group, to achieve progress in the preparation of the draft guidance on the applicability of the Convention to the lifetime extension of nuclear power plants. Results of the work were presented for the consideration of the Working Group on Environmental Impact Assessment and

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 20)).

Strategic Environmental Assessment at its meeting held in a hybrid format in Geneva from 24 to 26 August 2020. However, work of the ad hoc group was significantly affected by the COVID-19 pandemic in 2020, owing to which three meetings of the group were cancelled, and work was continued through a written procedure and virtual meetings. Eventually, the agreement on the text was reached, and it was submitted to the Meeting of the Parties for adoption at its eighth session, held in Vilnius from 8 to 11 December 2020.

17.37 The above-mentioned work contributed to the adoption at the eighth session of the Meeting of the Parties to the Convention of guidance on extending the life of nuclear power plants, which met the planned target of the adoption of the guidance, reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

17.38 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's work will evolve to include support for the continuous application by member States of the principles of the guidance in the activities under the Convention. The expected progress is presented in the performance measure below (see table 17.3).

Table 17.3  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Absence of guidance on extending the life of nuclear power plants	Development of guidance on extending the life of nuclear power plants	Adoption of guidance will ensure that parties take due account of the outcome of the transboundary environmental impact assessment in their final decisions on extending the life of nuclear power plants	Wide dissemination and application by countries of the guidance on extending the life of nuclear power plants	Continuous application by member States of the principles of the guidance in the activities under the Convention through the parties taking into account the contents of the guidance when implementing the Convention, the Implementation Committee considering the guidance when performing its functions and the parties widely disseminating the guidance to authorities and relevant stakeholders

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: enhanced environmental performance in the Economic Commission for Europe region<sup>3</sup>

### Programme performance in 2020

17.39 The subprogramme has finalized and published the third Environmental Performance Review of Uzbekistan, which includes an assessment of relevant targets of the Sustainable Development Goals. Owing to the COVID-19 emergency, the national launch of the Review was replaced by a broad online promotion through mass media and social platforms. The subprogramme also worked on the third Environmental Performance Review of Romania, which was expert reviewed at the end of October, peer reviewed and adopted in mid-November and published in 2021. Furthermore, the subprogramme developed new approaches to conducting its country review missions in the times of pandemic, such as hybrid missions or virtual missions, depending on the reviewed country's willingness and operational feasibility to organize such missions. The missions include field visits (e.g., landfills, wastewater treatment plants and protected areas) and plenary and individual meetings with the representatives of the government, local authorities, academia, business, and intergovernmental and non-governmental organizations (NGOs).

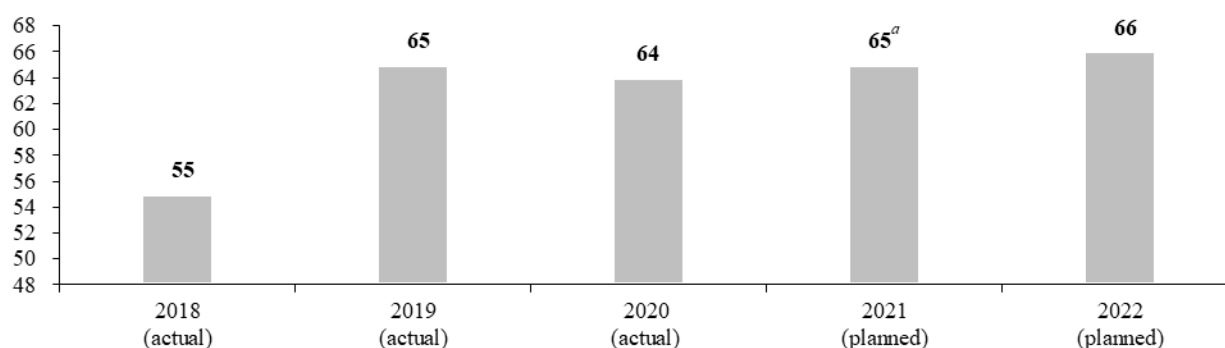
17.40 The above-mentioned work contributed to achieving 64 targets of the Sustainable Development Goals covered by Environmental Performance Reviews, which met the planned target reflected in the programme budget for 2021.

### Proposed programme plan for 2022

17.41 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 undertake Environmental Performance Reviews of requesting countries, including assessing relevant targets of the Sustainable Development Goals. The expected progress is presented in the performance measure below (see figure 17.I).

Figure 17.I

**Performance measure: total number of targets of the 2030 Agenda for Sustainable Development covered by Environmental Performance Reviews in a year**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

**Result 3: improved information for strengthening transboundary water cooperation****Proposed programme plan for 2022**

17.42 More than 60 per cent of freshwater worldwide flows in basins are shared by two or more countries. Transboundary water cooperation is therefore crucial for peace, sustainable development and human well-being. However, only 17 countries worldwide had all their transboundary basins covered under operational arrangements for water cooperation in 2018. Since 2017, the subprogramme's water team has been working to support more than 150 United Nations Member States that share transboundary waters to report on indicator 6.5.2 (Proportion of transboundary basin area with an operational arrangement for water cooperation) of the Sustainable Development Goals. Providing information as part of the reporting template contributes to the strengthening of transboundary water cooperation and the achievement of target 6.5 of the 2030 Agenda.

17.43 Reporting on indicator 6.5.2 is organized in three-year cycles, with the first cycle held in 2017 and the second one in 2020. ECE and the United Nations Educational, Scientific and Cultural Organization are co-custodian agencies for indicator 6.5.2. ECE communicates data on the indicator for transboundary river and lake basins to the Statistical Commission on an annual basis. The data are then included in the progress report of the Secretary-General on the Sustainable Development Goals. A baseline report for indicator 6.5.2 was published in 2018, with the next progress report expected in 2021. For parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes, reporting on indicator 6.5.2 and under the Convention is combined.

17.44 During the period 2017–2020, the subprogramme coordinated the preparation and revision of the reporting template and the development of guidance documents to facilitate the reporting on indicator 6.5.2. It organized numerous expert meetings and global and regional capacity-building activities to raise awareness of the reporting process and foster high-quality reporting and the coordination of reports at the basin level. Owing to additional challenges faced by the countries in time of the COVID-19 pandemic regarding the timely preparation and submission of reports and the organization of consultations within the countries and at basin level, the subprogramme organized a series of online capacity-building activities.

*Lessons learned and planned change*

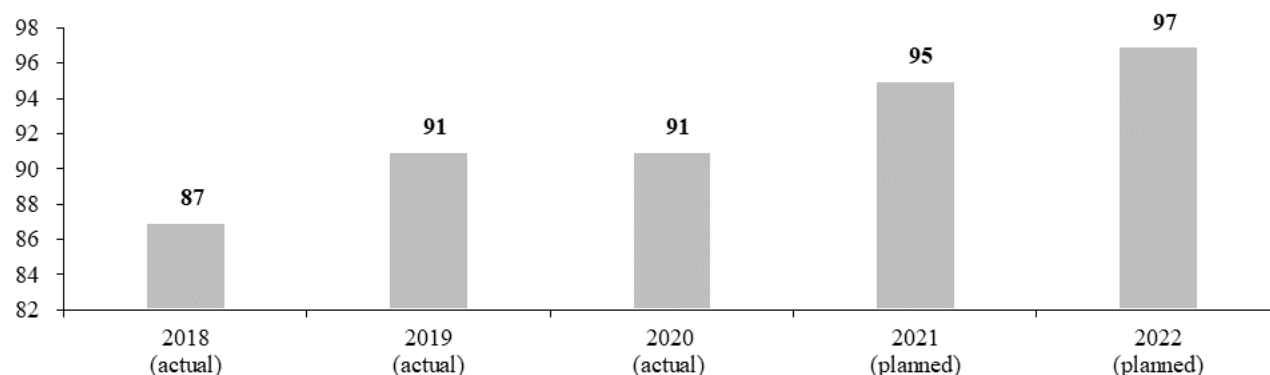
17.45 The lesson for the subprogramme was that the subprogramme's support had not been sufficient for ensuring high-quality reporting by all countries sharing transboundary surface waters. Thus, an effective and structured approach should be established and sufficient resources allocated to support efforts by countries sharing transboundary waters in reporting on indicator 6.5.2 and using the reports for identifying and addressing gaps in transboundary water cooperation. In applying the lesson, the subprogramme will facilitate the exchange of experiences among countries; design and implement capacity development activities to support countries in improving the quality of reporting and informing policy processes on transboundary water cooperation, including in the light of the challenges related to COVID-19; develop an online platform/data system to facilitate the reporting process and analysis; improve communication of results; and develop complementary activities supporting countries in transboundary water cooperation.

*Expected progress towards the attainment of the objective, and performance measure*

17.46 This work is expected to contribute to the objective, as demonstrated by 97 countries that provide accurate data on indicator 6.5.2 for transboundary river and lake basins, as validated by the subprogramme and communicated to the Statistical Commission in 2022 (see figure 17.II).

Figure 17.II

**Performance measure: total number of countries for which data on transboundary river and lake component of indicator 6.5.2 are submitted to the Statistical Commission (cumulative)**



## Legislative mandates

17.47 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

2994 (XXVII)	United Nations Conference on the Human Environment	70/209	United Nations Decade of Education for Sustainable Development (2005–2014)
47/193	Observance of World Day for Water	71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
62/68	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
64/200	International Strategy for Disaster Reduction	72/222	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
67/291	Sanitation for All	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
69/172	Human rights in the administration of justice		
69/215	International Decade for Action, “Water for Life”, 2005–2015, and further efforts to achieve the sustainable development of water resources	73/238	The role of the international community in the prevention of the radiation threat in Central Asia
69/235	Industrial development cooperation		
70/169	The human right to safe drinking water and sanitation		

### *Economic Commission for Europe decisions*

CEP/AC.13/2005/2	Report of the high-level meeting of environment and education ministries (2005) adopting the ECE strategy for education for sustainable development	ECE/BELGRADE.CONF/2007/4/Add.1	Statement on education for sustainable development by the ministers of education and of the environment of the ECE region adopted at the joint session on education for development of the sixth Ministerial Conference, entitled “Environment for Europe”, 2007
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<a href="#">ECE/AC.21/2014/2</a>	Report of the High-level Meeting on Transport, Health and Environment, 2014	<a href="#">ECE/BATUMI.CONF/2016/2/Add.2</a>	Batumi ministerial statement on education for sustainable development adopted by the high-level meeting of education and environment ministries of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016
<a href="#">ECE/ASTANA.CONF/2011/2/Add.1</a>	Declaration: “Save water, grow green!” by ministers of the region of ECE, report of the seventh Ministerial Conference, entitled “Environment for Europe”, 2011		
<a href="#">ECE/BATUMI.CONF/2016/2/Add.1</a>	Declaration: “Greener, cleaner, smarter!” by ministers of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016		

*Relevant decisions of the governing bodies of the multilateral environmental agreements of the Economic Commission for Europe*

<a href="#">ECE/EB.AIR/144 and Add.1 and Add.2</a>	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its thirty-ninth session	<a href="#">ECE/MP.EIA/27-ECE/MP.EIA/SEA/11 and Add.1</a>	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on their intermediary sessions
<a href="#">ECE/MP.PRTR/2017/6 and Add.1</a>	Report of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its third session	<a href="#">ECE/CP.TEIA/42 and Add.1</a>	Report of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents on its eleventh meeting
<a href="#">ECE/MP.PP/2017/2 and Add.1</a>	Report of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its sixth session	<a href="#">ECE/MP.WAT/54 and Add.1 and Add.2</a>	Report of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its eighth session, including the strategy for the implementation of the Water Convention at the global level
<a href="#">ECE/MP.PP/2017/16-ECE/MP.PRTR/2017/2 and Add.1</a>	Report of the Joint High-level Segment of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its sixth session, the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers on its third session, and the Budva Declaration on Environmental Democracy for Our Sustainable Future, adopted at the two Meetings of the Parties	<a href="#">ECE/MP.WH/19 and Add.1 and Add.2</a>	Report of the Meeting of the Parties to the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its fifth session
<a href="#">ECE/MP.EIA/23-ECE/MP.EIA/SEA/7 and Add.1, Add.2 and Add.3</a>	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its seventh session, and the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on its third session		

## Deliverables

17.48 Table 17.4 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 17.4

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>211</b>	<b>149</b>	<b>190</b>	<b>192</b>
1. Documentation for the Committee on Environmental Policy and subsidiary bodies	82	17	30	37
2. Documentation for the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and Meeting of the Parties to the Protocol on Water and Health and subsidiary bodies	8	14	30	30
3. Documentation for the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	18	18	–	15
4. Documentation for the Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	34	32	34	34
5. Documentation for the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and Meeting of the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	24	29	10	10
6. Documentation for the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies and Meeting of the Parties to the Protocol on Pollutant Release and Transfer Register to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies	38	33	71	50
7. Documentation for the High-level Meeting on Transport, Health and Environment and subsidiary bodies	7	6	4	5
8. Documentation for the Steering Committee on Education for Sustainable Development	–	–	11	11
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>251</b>	<b>207</b>	<b>243</b>	<b>228</b>
9. Meetings of the Committee on Environmental Policy and subsidiary bodies	40	21	30	27
10. Meetings of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and Meetings of the Parties to the Protocol on Water and Health and subsidiary bodies	47	38	48	46
11. Meetings of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	30	22	17	22
12. Meetings of the Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	30	22	31	31
13. Meetings of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and Meetings of the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	33	34	34	34
14. Meetings of the Parties to the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and subsidiary bodies and Meetings of the Parties to the Protocol on Pollutant Release and Transfer Register and subsidiary bodies	67	66	74	60
15. Meetings of the High-level Meeting on Transport, Health and Environment and subsidiary bodies	4	4	3	2
16. Meetings of the Steering Committee on Education for Sustainable Development	–	–	6	6
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>48</b>	<b>31</b>	<b>71</b>	<b>20</b>
17. Workshops on environmental issues, including on air quality, water, industrial safety, public participation, environmental assessment, monitoring and performance and education for sustainable development, for government officials and other stakeholders in the ECE region to improve environmental governance and performance	48	31	71	20

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Publications</b> (number of publications)	<b>11</b>	<b>5</b>	<b>11</b>	<b>13</b>
18. Guidance, policy briefs, good practice publications on environmental issues and multilateral environmental agreements administered by the subprogramme	6	3	6	8
19. Progress reports and performance reviews on environmental issues	2	1	2	4
20. Multilateral environmental agreements administered by the subprogramme, after amendments enter into force	1	–	1	0
21. Publications on the multilateral environmental agreements administered by the subprogramme	2	–	2	1
22. Measuring and monitoring progress towards the Sustainable Development Goals (ECE nexuses publication)	–	1	–	–

#### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services for some 100 government officials and other stakeholders of States participating in the United Nations Special Programme for the Economies of Central Asia on water, energy and other environmental issues.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** Environmental Performance Review (synopsis and highlights) to facilitate broad dissemination and user-friendly access to key messages and recommendations by representatives of at least 6 categories of stakeholders, such as Government, local authorities, academia, business and intergovernmental and non-governmental organizations, as well as mass media in the reviewed countries; electronic newsletter of the Working Group on Environmental Monitoring and Assessment submitted to all member States in the region, including representatives of Government, academia and intergovernmental and non-governmental organizations.

**External and media relations:** press releases on environmental issues.

**Digital platforms and multimedia content:** update and maintenance of the website of the subprogramme.

## Subprogramme 2 Transport

### Objective

17.49 The objective, to which this subprogramme contributes, is to advance a regionally and globally sustainable inland transport (road, rail, inland waterway and intermodality) system by making it safer, cleaner, more efficient and more affordable, both for freight transport and people's mobility.

### Strategy

17.50 The ECE transport subprogramme is carried out by the programme of work adopted by the Inland Transport Committee. In its capacity as the United Nations platform for inland transport, the Committee's role is to help to efficiently address regional and global needs in inland transport.<sup>4</sup> Through, among others, its 20 working parties and 14 administrative committees, the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals and more than 50 formal and informal networks bringing together some 6,000 registered experts, the subprogramme promotes regionally and globally sustainable transport systems.

17.51 The core pillar of its work is to administer the international regulatory framework for inland transport, which currently includes 59 United Nations legal

<sup>4</sup> Inland Transport Committee strategy until 2030 ([ECE/TRANS/288/Add.2](#), paras. 4–6).

instruments on safety, pollution, efficiency and effectiveness (normative function), by developing new and updating existing legal instruments, as necessary.

17.52 At the request of member States and contracting parties, the subprogramme services the institutional platforms for national Governments and other key transport stakeholders to maintain this regulatory framework, complemented by policy dialogue, analytical work, technical assistance and capacity-building activities. The subprogramme also contributes to the work of the Special Envoy of the Secretary-General for Road Safety and the operation of the United Nations Road Safety Fund, intended to facilitate improvements in road safety globally. Under emergency situations, including pandemics, the subprogramme also supports the efforts of member States to respond to and recover from such extraordinary circumstances, while minimizing disruptions to the functioning of the national, regional and international transport systems and the implementation of the sustainable development agenda. This work is expected to contribute to all four ECE nexuses.

17.53 To contribute to the objective, the subprogramme will intensify its standard-setting and regulatory activities as the United Nations platform for inland transport conventions, by supporting the development of new instruments and the updating of existing ones and ensuring that they remain up-to-date and open to all United Nations Member States. These activities are expected to support Governments in making progress towards the achievement of Sustainable Development Goals 3, 6 to 9 and 11 to 13. The subprogramme will also work through the Inland Transport Committee plenary sessions and its subsidiary bodies towards ensuring that its regulatory functions are keeping pace with cutting-edge technologies driving transport innovation, especially in the areas of intelligent transport systems, autonomous vehicles and digitalization; that the different amendment processes for the various conventions do not cause fragmentation; and that the dangers of stifling progress owing to premature regulation are avoided. In addition, the subprogramme will provide a platform for policy dialogue at the annual session of the Committee to review emerging challenges and emergency situations in inland transport and proposals for improving infrastructure and operation. Furthermore, the subprogramme will provide an institutional platform through the Committee and its subsidiary bodies supporting regional and interregional connectivity, and developing new or building on existing initiatives, agreements or corridors.

17.54 The subprogramme plans to support member States on issues related to COVID-19 by supporting the adoption by the Inland Transport Committee at its plenary sessions of high-level political statements and/or resolutions on concerted action by member States and contracting parties during pandemics and other emergencies that will strengthen or enable the implementation of emergency-relevant decisions and mandates by the Committee, its subsidiary bodies and their members. The subprogramme will also promote knowledge-sharing and cooperation among Governments and key stakeholders, raise awareness of emerging issues and best responses, facilitate technically the adaptation of legally binding instruments and frameworks to the new realities, and prepare new guidance materials.

17.55 The above-mentioned work is expected to result in:

- (a) Improvements in sustainable mobility, and monitoring and measuring the Sustainable Development Goals;
- (b) Improvements in inland transport, leading to safer, cleaner, more efficient and more affordable systems for contracting parties to the United Nations inland transport conventions;
- (c) More efficient and resilient cross-border flows of goods and people.

17.56 The planned support on issues related to COVID-19 is expected to result in enhanced intergovernmental cooperation in emergency situations and minimized disruptions in the continued implementation and updating of United Nations inland transport conventions.

### **Programme performance in 2020**

17.57 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 implementation of legal instruments in inland transport in response to COVID-19**

17.58 The uninterrupted implementation of the planned work of the transport subprogramme, which is in line with the programme of work adopted by the Inland Transport Committee, is essential for the implementation, development and constant updating of the international regulatory framework for inland transport, which currently includes 59 United Nations legal instruments under the purview of the Committee. This work promotes sustainable transport systems worldwide that are safe, sustainable, efficient and affordable, for both freight transport and personal mobility.

17.59 COVID-19 and liquidity constraints created enhanced needs for providing support to member States and contracting parties in the implementation of their obligations under legal instruments and in the provision of proper guidance on downstream legislation. A characteristic example is the cancellation of a combined 20 official three-hour sessions in June and July for two worldwide bodies serviced by ECE, namely, the two subcommittees under the Economic and Social Council Committee on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals: the Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals and the Sub-Committee of Experts on the Transport of Dangerous Goods. These bodies have a worldwide scope and work with interpretation in five languages (Chinese, English, French, Russian and Spanish). Their deliberations and decisions have profound impacts globally on safety and the environment for all modes of transport, as well on workplace and consumer safety. These decisions cannot be taken informally. This situation has created significant pressure to find alternative ways, including through the deployment of new technologies, to allow these and other regulatory bodies to progress as much as possible in their work, even if only on critical business matters, to minimize the impact on downstream legislation worldwide.

17.60 The subprogramme developed response measures, including the development and implementation of a new generation of legal instruments supporting the digitalization/computerization of transport and border-crossing procedures, and the deployment of existing mechanisms and networks in order to accelerate the post-COVID-19 economic recovery of contracting parties to support the efforts of member States towards a sustainable recovery. Those measures included the leveraging and acceleration of digitalization/computerization of existing legal instruments on transport and border-crossing procedures, such as the (eTIR) international system and eCMR. The acceleration of eTIR development and its promotion as the tool that ensures paperless, seamless and contactless border-crossing operations, while keeping the borders open and keeping drivers and customs officers protected from the virus, was welcomed by contracting parties to the Customs Convention on the International Transport of Goods under Cover of TIR Carnets (TIR). To date,

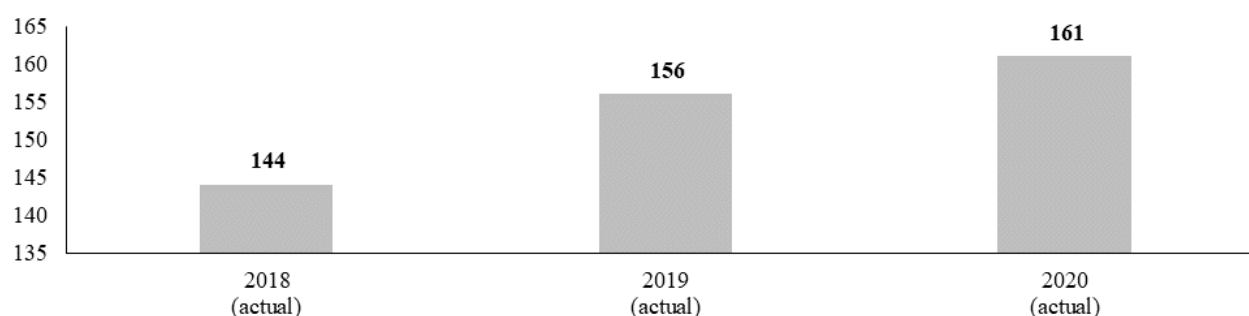
16 contracting parties have officially requested connection to eTIR, while several meetings have already been held with the European Commission (28 European Union member States) to analyse the interconnection of eTIR with New Computerized Transit System of the European Union. Furthermore, building on the network of member States/contracting parties and key transport stakeholders established pursuant to the underlying legal instruments, the subprogramme developed the “Observatory on border crossings status due to COVID-19”, a platform that provides updated information on the current border-crossing status of 174 United Nations Member States, including the national practices and measures implemented in response to the pandemic.

*Progress towards the attainment of the objective, and performance measure*

17.61 The above-mentioned work contributed to the objective, as demonstrated by the increased accessions to these instruments (see figure 17.III).

Figure 17.III

**Performance measure: total number of accessions by Member States to key legal instruments for the digitalization/computerization of transport and border-crossing procedures (CMR, eCMR and TIR), 2018–2020 (cumulative)**



*Abbreviations:* CMR, Convention on the Contract for the International Carriage of Goods by Road concerning the electronic consignment note; eCMR, Additional Protocol to the Convention on the Contract for the International Carriage of Goods by Road concerning the electronic consignment note; TIR, Customs Convention on the International Transport of Goods under Cover of TIR Carnets.

**Impact of COVID-19 on subprogramme delivery**

17.62 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel, shorten or postpone beyond 2020 key meetings and negotiations. Although goals that capture in part the worldwide work of the subprogramme, as set out in results 2 and 3 below, were met/exceeded, COVID-19 and liquidity constraints had a severe impact on the delivery of the planned work of the subprogramme in other areas by, among other things, compromising its key assets (i.e., its convening power and normative work). Mitigating measures summarized in paragraph 17.16 above helped to ensure business continuity, at least on some issues, although at a rate not sustainable or on par with worldwide demands and needs. The planned work that was affected included sessions of subsidiary Working Parties (Working Party on Lighting and Light-Signalling, Working Party on Pollution and Energy, Working Part on General Safety Provisions, Working Party on Passive Safety and Working Party on Automated/Autonomous and Connected Vehicles) on vehicle regulations, which were held without interpretation and virtually with reduced agendas and decisions adopted under silence procedures. Contracting parties requested 37 half-day morning sessions to be cancelled in order to accommodate participation from various time zones. Overall, as a result of a combination of COVID-19 response measures and liquidity

constraints, only 68 per cent of planned meetings were implemented in 2020 and only 34 per cent of total planned meetings with interpretation services were organized.

17.63 At the same time, however, the subprogramme identified additional and modified activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely, establishing new platforms to share knowledge and promote cooperation among Governments and key stakeholders under emergency situations, including pandemics; raising awareness of emerging issues and best responses related to COVID-19; facilitating technically the adaptation of legally binding instruments and framework to the new realities; and preparing new guidance materials related to COVID-19. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

17.64 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: enhanced regulatory framework for sustainable inland transport systems<sup>5</sup>**

#### **Programme performance in 2020**

17.65 The subprogramme has, through the implementation of the Inland Transport Committee's strategy until 2030, scaled up its efforts, including through advisory services, seminars and workshops, to support the development of sustainable inland transport systems internationally and ensure that its activities further benefit other regions in their own efforts to curb the number of road traffic deaths and injuries; improve the environmental performance of the inland transport systems, including regarding the transport of perishable foodstuffs; and enhance efficiency and connectivity, including through digitalization and electronic documents in transport. The subprogramme also supported the participation of countries from outside the ECE region in the activities of the Committee and its subsidiary bodies. Furthermore, the subprogramme scaled up outreach and capacity-building activities, including through partnerships with the United Nations system and external stakeholders and participation in regional and global initiatives.

17.66 The above-mentioned work contributed to increased accessions worldwide to conventions and agreements under the purview of the subprogramme, with 1,801 contracting parties in 2020, which exceeded the planned target of 1,755 contracting parties, reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

17.67 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further scale up its efforts to support the development of sustainable inland transport systems internationally that are more resilient to pandemics and other emergencies, and ensure that its activities further benefit other regions' efforts to curb the number of road traffic deaths and injuries; improve the environmental performance of the inland transport systems, including regarding the transport of perishable foodstuffs; and enhance efficiency and connectivity, including through digitalization and electronic documents in transport. The subprogramme plans to do so through the implementation of the Inland Transport Committee's

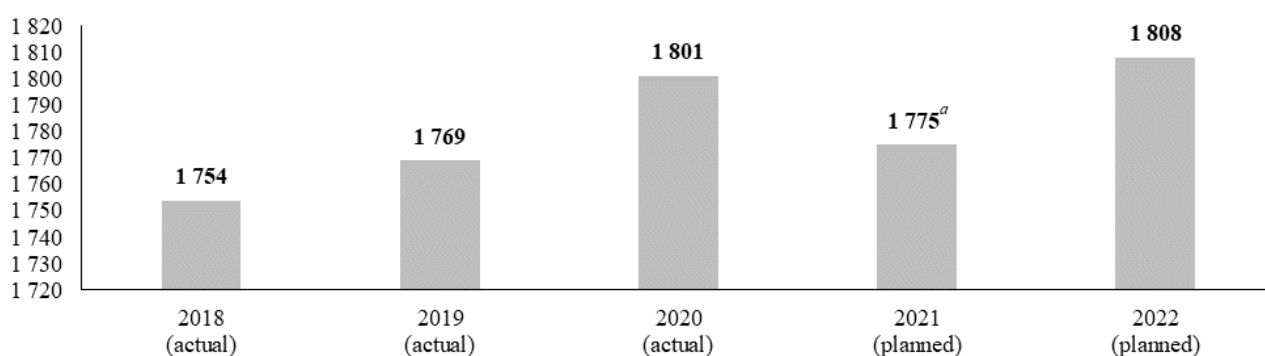
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<sup>5</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 20\)](#)).

strategy until 2030 by, among other things, accelerating the modernization and updating of relevant legal instruments in ways that are consistent with the lessons learned from the pandemic and address identified gaps in the existing regulatory framework, encouraging the participation of countries from outside the ECE region in the activities of the Committee and its subsidiary bodies and scaling up outreach and capacity-building activities, including through partnerships with the United Nations system and external stakeholders and participation in regional and global initiatives. The expected progress is presented in the performance measure below (see figure 17.IV).

Figure 17.IV

**Performance measure: total number of contracting parties to United Nations legal instruments on transport administered by the Economic Commission for Europe (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: increased number of new United Nations Member States becoming part of the regulatory framework for sustainable inland transport systems<sup>6</sup>**

### **Programme performance in 2020**

17.68 The subprogramme has strengthened its outreach, especially in the area of road safety, to increase the number of new United Nations Member States becoming part of the United Nations regulatory framework for sustainable inland transport systems by acceding to its conventions for the first time. The subprogramme also continued its dedicated work on amendments supporting the further globalization of its legal instruments, thus making it easier for new countries to accede. Furthermore, the subprogramme implemented or supported capacity-building workshops and country-level policy reviews that further clarified the advantages of the implementation, especially to Member States that, until 2020, were not contracting parties to any of the legal instruments under its purview.

17.69 The above-mentioned work contributed to the accession in 2020 of two new Member States, Brunei Darussalam and Honduras, to United Nations road safety conventions, thus reaching 150 of 193 Member States that are contracting parties to at least 1 United Nations convention under the purview of the subprogramme, which exceeded the planned target of one additional ECE member State and/or United Nations Member State that is a contracting party to United Nations inland transport conventions under the purview of the Commission, reflected in the programme budget for 2021.

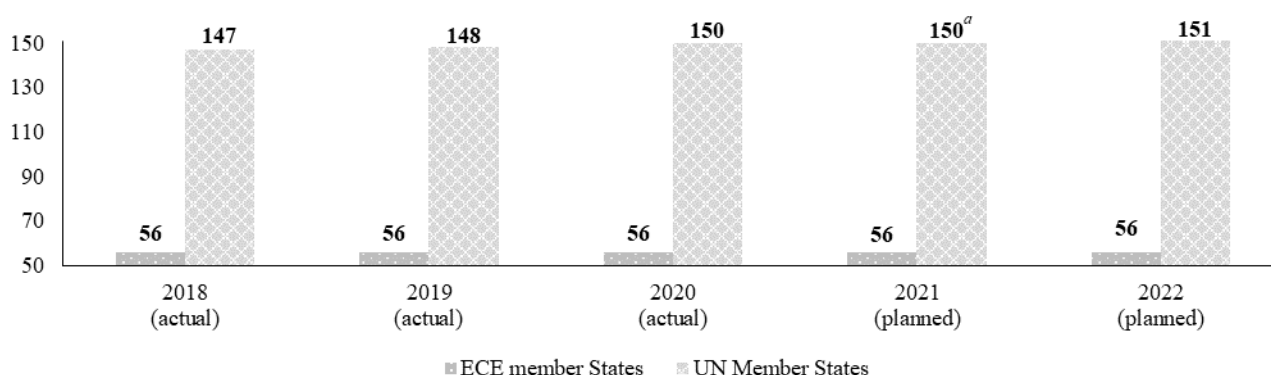
<sup>6</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

17.70 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen its outreach, including through core partners, to increase the number of new United Nations Member States becoming contracting parties to conventions under its purview. The subprogramme will also continue the further globalization of its legal instruments, thus making it easier and more appealing for new countries to accede. The subprogramme plans to identify common gaps and trends in non-accession countries, through official comparative research papers on regional dynamics, and apply its capacity development strategy in a targeted way in order to build institutional knowledge within those countries, related in particular to the comparative advantages of deploying internationally established instruments, rather than “reinventing the wheel”, thus contributing to the further development of an internationally harmonized regulatory system. Furthermore, the subprogramme will organize or support capacity-building workshops and country-level policy reviews that would further clarify the advantages of the implementation, especially to Member States that, until 2020, were not contracting parties to any of the legal instruments under its purview. The expected progress is presented in the performance measure below (see figure 17.V).

Figure 17.V

**Performance measure: total number of Economic Commission for Europe member States and total number of United Nations Member States that are contracting parties to United Nations inland transport conventions under the purview of the Commission (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: strengthened regulatory support in road safety contributing to fewer worldwide road accident fatalities and injuries

#### Proposed programme plan for 2022

17.71 Notwithstanding strong and consistent efforts by Member States, the international community was not able to achieve by 2020 target 3.6 of Sustainable Development Goal 3 of halving global deaths from road traffic accidents, owing to increasing, rather than decreasing, road fatalities and injuries globally. There were three milestones in 2020 for the global community's and United Nations efforts to recognize the shortcomings and address that challenge: the third Global Ministerial Conference on Road Safety, held in Stockholm on 19 and 20 February 2020; the adoption by the Inland Transport Committee, at its eighty-second session, of the



Committee's recommendations on enhancing national road safety systems; and General Assembly resolution 74/299 on improving global road safety, adopted on 31 August 2020. All three milestones served as recognitions of the unique and critical role of ECE and, by extension, the transport subprogramme in successfully addressing the continuing crisis and establish mandates for the enhanced support of ECE for worldwide efforts. Through the adoption in 2019 of the Committee's strategy until 2030, the subprogramme formulated a 360-degree approach – regulatory, policy dialogue, analytical, capacity-building and technical assistance – to road safety in order to reap more benefits for its main beneficiaries. The approach comprises outreach to increase the number of countries acceding to its core road safety conventions, which support countries' efforts to develop sound national road safety systems; continued development of the international legal framework and its incorporation into the production of safer vehicles; dedicated work on amendments to legal instruments to accelerate their further globalization, which make it easier for countries to accede and contribute to reducing disastrous road safety risks; and national road safety performance reviews and road safety system assessments that will complement the efforts of Member States to enhance their national road safety systems, by helping them, among other things, to identify gaps, prioritize tasks and channel national efforts and financial resources to high-impact investments that are based on reliable, structured and consistent analysis and recommendations. The foundation and conceptual framework for these assessments is the Committee's recommendations on enhancing national road safety systems.

#### *Lessons learned and planned change*

17.72 The lesson for the subprogramme was that it needed to adjust its approach and focus in step with the needs of Member States, where there is a growing and strong demand, including outside the ECE region, to adjust and increase the support for a systematic, foundational approach to road safety that is needed in order to bring the desired results. The global community is increasingly realizing, as evidenced in General Assembly resolution 74/299, the unique contribution that the subprogramme can make.

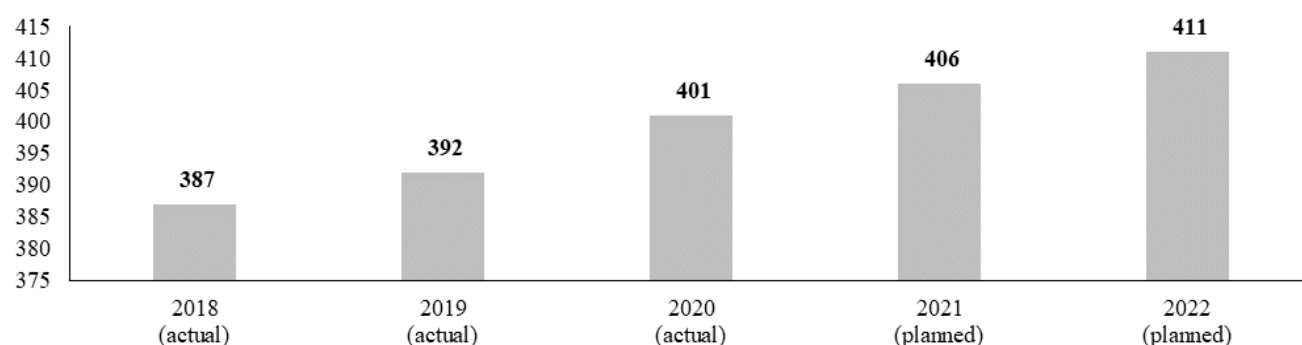
17.73 In applying the lesson, the subprogramme will encourage the participation of countries from outside the ECE region in the road safety activities of the Inland Transport Committee and its subsidiary bodies and scale up outreach and capacity-building activities to increase knowledge of the Committee's recommendations and enhance their implementation by national road safety authorities, including through partnerships with the United Nations system and external stakeholders and participation in regional and global initiatives. Furthermore, to accelerate improvements in road safety globally, the subprogramme will contribute to ECE efforts to mobilize political and policy support for road safety through the Special Envoy of the Secretary-General for Road Safety and the operation of the United Nations Road Safety Fund, such as through supporting the submission and implementation of joint projects supported through the Fund. As part of its response, the subprogramme will also contribute to the formulation of a coherent global plan of action to support the success of the second Decade of Action for Road Safety. In order to achieve all this, the subprogramme will leverage new technologies, when possible, minimize disruptions in the continued implementation and updating of United Nations inland transport conventions, and ensure continued progress in the achievement of the Sustainable Development Goals.

*Expected progress towards the attainment of the objective, and performance measure*

17.74 This work is expected to contribute to the objective, as demonstrated by the growing number of contracting parties to the seven core United Nations road safety conventions (see figure 17.VI).<sup>7</sup>

Figure 17.VI

**Performance measure: total number of contracting parties to core United Nations road safety conventions (cumulative)**



## Legislative mandates

17.75 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

58/9	Global road safety crisis	70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries
68/269	Improving global road safety		
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	72/271	Improving global road safety
		73/243	Follow-up to the Second United Nations Conference on Landlocked Developing Countries
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors	74/299	Improving global road safety

*Economic and Social Council resolutions*

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	2013/7	Europe-Africa fixed link through the Strait of Gibraltar
		2019/7	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

<sup>7</sup> Convention on Road Traffic, 1949; Convention on Road Traffic, 1968; Convention on Road Signs and Signals, 1968; Agreement concerning the Adoption of Uniform Conditions of Approval and Reciprocal Recognition of Approval for Motor Vehicle Equipment and Parts, 1958; Agreement concerning the Adoption of Uniform Conditions for Periodic Technical Inspections of Wheeled Vehicles and the Reciprocal Recognition of such Inspections, 1997; Agreement Concerning the Establishing of Global Technical Regulations for Wheeled Vehicles, Equipment and Parts which can be fitted and/or be used on Wheeled Vehicles, 1998; Agreement Concerning the International Carriage of Dangerous Goods by Road, 1957.

### *Economic Commission for Europe decisions*

<a href="#">ECE/AC.21/2014/2</a>	Report of the High-level Meeting on Transport, Health and Environment on its fourth session	<a href="#">ECE/TRANS/274</a>	Report of the Inland Transport Committee on its eightieth session
<a href="#">ECE/TRANS/224</a>	Report of the Inland Transport Committee on its seventy-fourth session (UNECE Road Map for promoting ITS-20 global actions 2012–2020)	<a href="#">ECE/TRANS/288</a>	Report of the Inland Transport Committee on its eighty-first session (adopting Ministerial Resolution on enhancing cooperation, harmonization and integration in the era of transport digitalization and automation; Committee resolution no. 265 on the ministerial declaration “Inland Navigation in a Global Setting” and on facilitating the development of the inland water transport; and the Committee strategy until 2030)
<a href="#">ECE/TRANS/236</a>	Report of the Inland Transport Committee on its seventy-fifth session (Joint Declaration on the promotion of Euro-Asian Rail Transport and Activities towards Unified Railway Law; and Joint Statement on Future Development of Euro-Asian Transport Links)	B (66)	Endorsement of the Geneva Charter on Sustainable Housing
<a href="#">ECE/TRANS/248</a>	Report of the Inland Transport Committee on its seventy-seventh session	<a href="#">ECE/TRANS/294</a>	Report of the Inland Transport Committee on its eighty-second session (adopting Ministerial Declaration on enhancing sustainable inland transport solutions to global climate and environmental challenges: a united call to action)
<a href="#">ECE/TRANS/254</a>	Report of the Inland Transport Committee on its seventy-eighth session		
<a href="#">ECE/TRANS/270</a>	Report of the Inland Transport Committee on its seventy-ninth session (Ministerial Resolution on embracing the new era for sustainable inland transport and mobility)		

### *Decisions of the treaty bodies of United Nations transport agreements*

<a href="#">E/ECE/TRANS/505/Rev.3</a>	1958 Agreement Concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations	<a href="#">ECE/TRANS/132</a>	1998 Agreement concerning the establishment of global technical regulations for wheeled vehicles, equipment and parts which can be fitted and/or used on wheeled vehicles
<a href="#">ECE/RCTE/CONF/4</a>	1997 Agreement concerning the adoption of uniform conditions for periodical technical inspections of wheeled vehicles and the reciprocal recognition of such inspections	<a href="#">ECE/TRANS/ADN/CONF/10/Add.1</a>	European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways
		<a href="#">ECE/TRANS/WP.30/AC.2/125</a>	Report of the Administrative Committee for the TIR Convention 1975 on its sixty-first session (annex II, “Joint statement on the computerization of the TIR procedure”)

## **Deliverables**

17.76 Table 17.5 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 17.5

### **Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1 660</b>	<b>1 040</b>	<b>1 264</b>	<b>1 293</b>
1. Documentation for the Inland Transport Committee	1 331	907	1 077	1 023
a. Inland Transport Committee and Bureau	31	31	31	31
b. World Forum for Harmonization of Vehicle Regulations	840	504	580	420
c. Working Party on the Transport of Perishable Foodstuffs	33	23	33	33

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
d. Working Party on the Transport of Dangerous Goods	214	149	214	214
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	32	20	20	26
f. Working Party on Transport Statistics	14	14	14	14
g. Working Party on Road Transport and subsidiary groups of experts	10	4	10	18
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	16	15	16	40
i. Working Party on Rail Transport and subsidiary groups of experts	12	29	26	34
j. Working Party on Intermodal Transport and Logistics	11	12	15	15
k. Working Party on Inland Water Transport	47	60	41	47
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	71	46	71	131
2. Documentation for the Economic and Social Council	324	129	190	265
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	5	5	1	5
b. Sub-Committee of Experts on the Transport of Dangerous Goods	257	101	157	200
c. Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	62	23	32	60
3. Documentation for the High-level Meeting on Transport, Health and Environment	5	4	3	5
<b>Substantive services for meetings (number of three-hour meetings)</b>	<b>369</b>	<b>253</b>	<b>364</b>	<b>423</b>
4. Meetings of the Inland Transport Committee	327	232	327	381
a. Inland Transport Committee and Bureau	16	15	16	16
b. World Forum for Harmonization of Vehicle Regulations	111	75	111	111
c. Working Party on the Transport of Perishable Foodstuffs	8	8	8	16
d. Working Party on the Transport of Dangerous Goods	58	32	68	58
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	32	13	22	22
f. Working Party on Transport Statistics	6	3	6	6
g. Working Party on Road Transport and subsidiary groups of experts	6	6	6	12
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	14	20	14	28
i. Working Party on Rail Transport and subsidiary groups of experts	6	17	6	18
j. Working Party on Intermodal Transport and Logistics	6	6	6	6
k. Working Party on Inland Water Transport	18	15	18	18
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	46	22	46	70
5. Meetings of the Economic and Social Council	40	20	35	40
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	1	1	0	1
b. Subcommittee of Experts on the Transport of Dangerous Goods	29	14	25	29
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	10	5	10	10
6. Meetings of the High-level Meeting on Transport, Health and Environment	2	1	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects (number of projects)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
7. Project on the Trans-European North-South Motorway	1	1	1	1
8. Project on the Trans-European Railway	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>13</b>	<b>19</b>	<b>13</b>	<b>11</b>
9. Workshops for government officials and other stakeholders in the ECE region and in contracting parties to legal instruments under the purview of the Inland Transport Committee on intelligent transport systems; transport statistics and trends; road, rail, inland water, intermodal and intersectoral transport issues; and vehicle agreements and regulations	9	14	9	8
10. Seminars for national coordinators, experts, customs officials and transport industry on the Customs Convention on the International Transport of Goods under Cover of TIR Carnets and the Trans-European North-South Motorway and Trans-European Railway projects	4	5	4	3
<b>Publications</b> (number of publications)	<b>13</b>	<b>13</b>	<b>12</b>	<b>10</b>
11. Publications on transport of dangerous goods	3	3	3	2
12. Publications on transport of perishable foodstuffs	—	—	1	1
13. Publications on transport facilitation	—	—	1	—
14. Publications on green and safe transport and cross-cutting issues	8	8	5	5
15. Publications on vehicle regulations	1	1	1	1
16. Publications on statistics	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
17. Fact sheet: what you should know about safety belts	1	1	—	—
18. Fact sheet: what you should know about advanced driver assistance systems	—	—	1	—
20. Transport statistics – country profiles	1	1	1	1

#### C. Substantive deliverables

**Consultation, advice and advocacy:** advisory services for contracting parties of United Nations transport conventions administered by ECE on legal instruments relating to inland transport; facilitation of transport; border crossing; road safety; vehicle construction; and transport of dangerous goods and other special cargo.

**Databases and substantive digital materials:** update and maintenance of the International TIR Data Bank website providing access to users from more than 70 contracting parties of the TIR Convention, which includes the list of the more than 32,000 transport companies authorized to use the TIR system; TIR and eTIR websites visits in excess of 19,000 annually; inventory of standards on inland water infrastructure; web-based inventory of existing European Agreement on Main International Railway Lines and European Agreement on Important International Combined Transport Lines and Related Installations standards and parameters; databases on transport statistics, road traffic accidents, transport of dangerous goods, transport of perishable foodstuffs, urban transport and transport and environment; development and maintenance of the web-based Rail Security Observatory; digitalized signs and signals (E-CoRSS) under the Convention on Road Signs and Signals; and smart and sustainable connectivity e-learning platform.

#### D. Communication deliverables

**Outreach programmes, special events and information materials:** information materials on legal instruments and activities of the subprogramme for universal and regional access.

**External and media relations:** press releases for the subprogramme.

**Digital platforms and multimedia content:** digital platforms and multimedia content on sustainable transport and mobility; and update and maintenance of the website of the subprogramme for universal and regional access.

## Subprogramme 3 Statistics

### Objective

17.77 The objective, to which this subprogramme contributes, is to advance official statistics at the national and international levels for evidence-based policymaking and assessing progress towards achieving the Sustainable Development Goals and to

ensure the coordination of statistical activities in the ECE region under the Conference of European Statisticians.

## Strategy

17.78 The strategy of the subprogramme is based on the implementation of the core interlinked functions, namely, the streamlining of international statistical work in the ECE region by promoting dialogue at the Conference of European Statisticians and expert meetings; methodological work to develop and promote guidelines and recommendations to enhance the quality of statistics; statistical capacity development of ECE member States with less developed statistical systems, in particular to measure progress towards achieving the Sustainable Development Goals; and the maintenance and development of the ECE statistical database. ECE statistical work is strongly anchored to the 2030 Agenda, which contains calls for a follow-up on and review of the achievement of the Goals and their targets based on evidence, informed by high-quality, accessible, timely, reliable and disaggregated data. Through its work, the subprogramme will contribute to the ECE nexuses on measuring and monitoring the Goals and on the sustainable use of natural resources. The work conducted under this subprogramme deals mainly with statistical methodology and capacity-building, and the main national partners are national statistical offices of member States.

17.79 To contribute to the objective, the subprogramme will continue to promote methodological work to develop statistical models, guidelines and recommendations to enhance the quality of statistics, and to promote the use of official statistics. This will be done through regional and country-specific initiatives aimed at disseminating the statistical models, guidelines and recommendations and promoting their use. Closer partnerships will be built between geospatial experts and statisticians to support the integration of statistical and geospatial information. The activities will be coordinated and implemented in cooperation with statistical departments of other regional entities such as Eurostat, OECD, the European Free Trade Association, the Interstate Statistical Committee of the Commonwealth of Independent States and the Eurasian Economic Commission, as well as international specialized agencies active in the region. To support the development of the statistical capacity of member States, the subprogramme will facilitate the exchange of experiences in the field of population and housing censuses and provide support to countries in planning and conducting their census. All member States were requested to conduct at least one census between 2015 and 2024 (see Economic and Social Council resolution [2015/10](#)), which was also called the “2020 census round”. The majority of the countries in the ECE region will conduct the census in 2021.

17.80 The subprogramme plans to support member States on issues related to COVID-19 by refocusing existing activities relating to specific subject matter domains (e.g., population censuses, price statistics and environment statistics) to include exchanges of experiences and good practices in compiling COVID-19-relevant statistics while adapting to the restrictions imposed owing to the pandemic. Activities in cross-cutting topics such as statistics for the Sustainable Development Goals, statistical legislation, data collection, data integration, dissemination and human resource management will also be adapted to support countries as they recover from the COVID-19 pandemic.

17.81 The above-mentioned work is expected to result in:

(a) Improved statistical methodology and capacity of member States to support the measuring and monitoring of the Sustainable Development Goals, including the improved cost-efficiency, coverage, accuracy, comparability and timeliness of dissemination of the census results;

(b) An increase in the number of countries that conduct the census through innovative and efficient approaches.

17.82 The planned support on issues related to COVID-19 is expected to result in improved capacity of member States to provide the statistics necessary to develop evidence-based policies to manage the post-COVID recovery.

## Programme performance in 2020

17.83 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Improved measurement of economic globalization and of the activities of multinational enterprise groups

17.84 Economic globalization and the activities of multinational enterprises play a large and growing role in national economies. Measuring economic globalization and the activities of multinational enterprises is a major challenge facing producers of official statistics. To this end, over the past decade, the subprogramme has developed recommendations and guidelines to assist countries in measuring economic globalization. In 2020, the *Guide to Sharing Economic Data in Official Statistics* was finalized and published. This follows in the steps of two previous guides on globalization: “The impact of globalization on national accounts” (2011) and the “Guide to measuring global production” (2015).

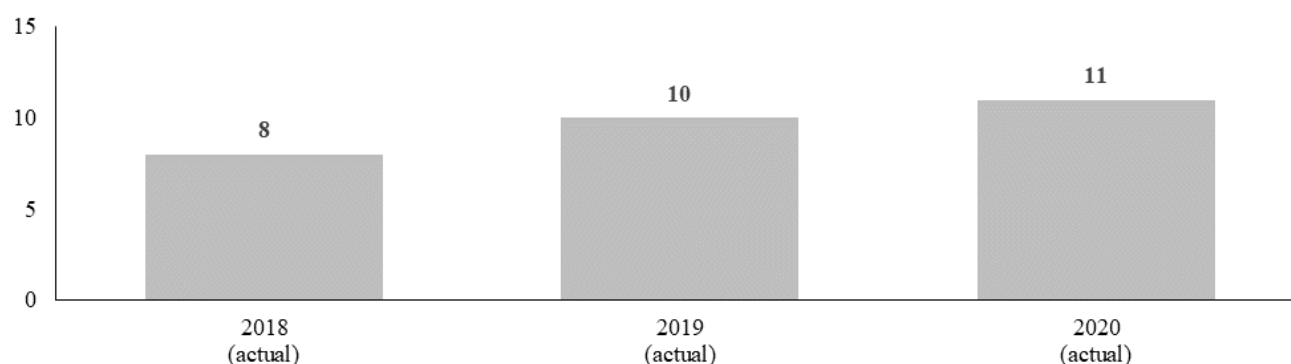
17.85 The subprogramme also promoted the implementation of the recommendations included in the guides through the establishment of large cases units in national statistical offices. These units are intended to measure multinational enterprises and incorporate their activities into national economic statistics. Furthermore, the subprogramme promoted a global network of data experts on multinational enterprises, to which a number of countries have assigned dedicated staff. To support countries’ compilation of high-quality and internationally comparable macroeconomic statistics during the COVID-19 pandemic, ECE provided internationally agreed recommendations and continuity guidance.

#### *Progress towards the attainment of the objective, and performance measure*

17.86 The above-mentioned work contributed to the objective, as demonstrated by the number of countries that have established large cases units to support the measurement of economic globalization, which increased to 11 in 2020 (see figure 17.VII).

Figure 17.VII

**Performance measure: total number of countries that have established large cases units (cumulative)**



**Impact of COVID-19 on subprogramme delivery**

17.87 Owing to the impact of COVID-19 during 2020, the subprogramme had to change its plans for all in-person meetings (and, in some cases, cancel or postpone the meetings) that had been planned after mid-March. The subprogramme adopted mitigation measures, such as informal virtual or hybrid meetings and new webinars focusing on the impact of COVID-19 and response by national statistical offices. In some cases, formal meetings were replaced by informal meetings owing to limited capacity at the United Nations Office at Geneva to provide interpretation for virtual meetings.

17.88 At the same time, however, in addition to discussing the impact of COVID-19 and the statistical responses by countries at virtual and hybrid meetings, often having this as the main discussion topic, the subprogramme identified new and modified existing activities to support member States on COVID-19-related issues, within the overall scope of its objectives. An interactive online platform on COVID-19 and official statistics was set up and made available on the ECE website, to guide statistical producers to existing and newly developed resources from ECE and partners to support the continued production of official statistics and to meet the emerging and rapidly changing demands for statistics. The platform offers a space for national statistical offices and international organizations to raise questions and share experiences and developments to safeguard statistical production in the face of the current crisis, providing support to the recovery efforts of member States.

**Planned results for 2022**

17.89 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: increasing the number of countries producing improved statistics for the Sustainable Development Goals<sup>8</sup>****Programme performance in 2020**

17.90 The subprogramme has supported countries in producing improved statistics for the Sustainable Development Goals by providing practical guidance to implement the *Conference of European Statisticians Road Map on Statistics for Sustainable Development Goals*. These include guidance on setting up national reporting platforms on the Goals, reports from piloting Goal indicator data transmission and good practices in communicating data on the Goals. To provide easy access to the guidance materials and data on the Goals, ECE has set up a regional platform on statistics for the Goals, consisting of a knowledge hub and dashboard and database of indicators for the ECE region. Work is ongoing on preparing the second edition of the *Road Map* to address the new challenges in providing statistics for the Goals, including in the context of the COVID-19 pandemic. Furthermore, the subprogramme is bringing together experts from national statistical, mapping and geospatial agencies to share good practices in integrating geospatial and statistical information that is crucial for the measurement of progress towards achieving the Goals. This was done through a collaboration agreement and joint plenary session of the governing bodies (Conference of European Statisticians and the Committee of Experts on Global Geospatial Information Management (Europe)), joint task teams (e.g., on aligning

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<sup>8</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 20\)](#)).



geospatial and statistical standards), coordinating capacity-building and organizing joint seminars and webinars.

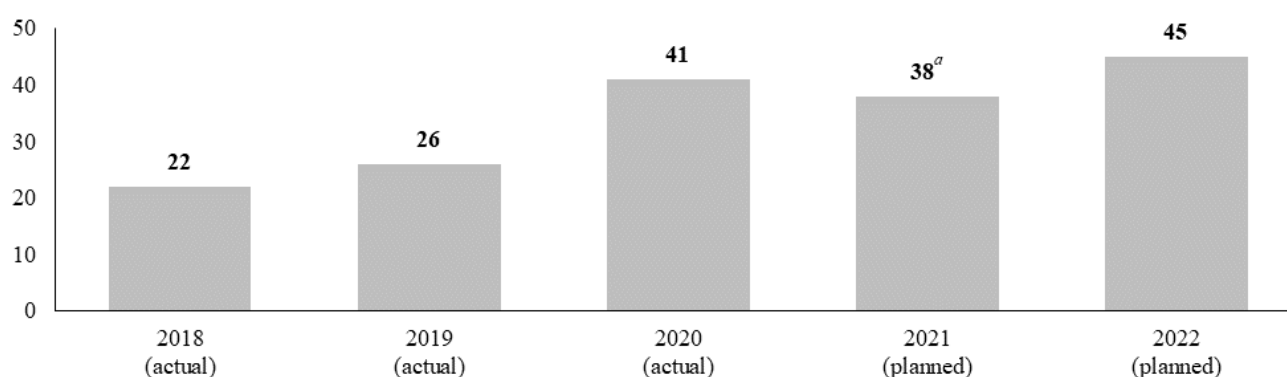
17.91 The above-mentioned work contributed to the increased availability of statistics on the Sustainable Development Goals from ECE countries. A total of 41 ECE member States have set up national reporting platforms providing data on Goal indicators, which exceeded the planned target of 30 countries, reflected in the proposed programme budget for 2020. A few more countries are in the process of developing such a platform, including Bosnia and Herzegovina, where ECE is providing capacity development support for this purpose.

### **Proposed programme plan for 2022**

17.92 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 practical guidance to countries on the implementation of the planned second edition of the *Conference of European Statisticians Road Map on Statistics for Sustainable Development Goals*. The expected progress is presented in the performance measure below (see figure 17.VIII).

Figure 17.VIII

**Performance measure: total number of national reporting platforms on statistics for Sustainable Development Goals in use by member States (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 2: conducting a new population and housing census that provides cost-effective and better-quality results<sup>9</sup>**

#### **Programme performance in 2020**

17.93 The subprogramme has supported member States in the planning and conduct of the population and housing censuses, in accordance with the “Conference of European Statisticians recommendations for the 2020 censuses of population and housing”. It has conducted a review of the short- and long-term consequences of the COVID-19 pandemic on census operations and organized expert meetings to exchange experiences among member States and to identify successful solutions in the context of the pandemic. The subprogramme also enhanced its online platform for the exchange of experiences and methodological information on the censuses. These activities have supported ECE member States in adapting their census plans and

<sup>9</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

operations to the context of the pandemic while maintaining the information content and achieving cost-efficiency, coverage and accuracy of the census.

17.94 The above-mentioned work contributed to the completion of population and housing censuses in 21 per cent of ECE member States, which did not meet the planned target of 25 per cent, reflected in the programme budget for 2021. For most countries, the census is conducted in a way that requires in-person visits of enumerators, which were not possible during the COVID-19 pandemic on the intended scale. These circumstances forced many countries to postpone the census that they had originally planned for 2020.

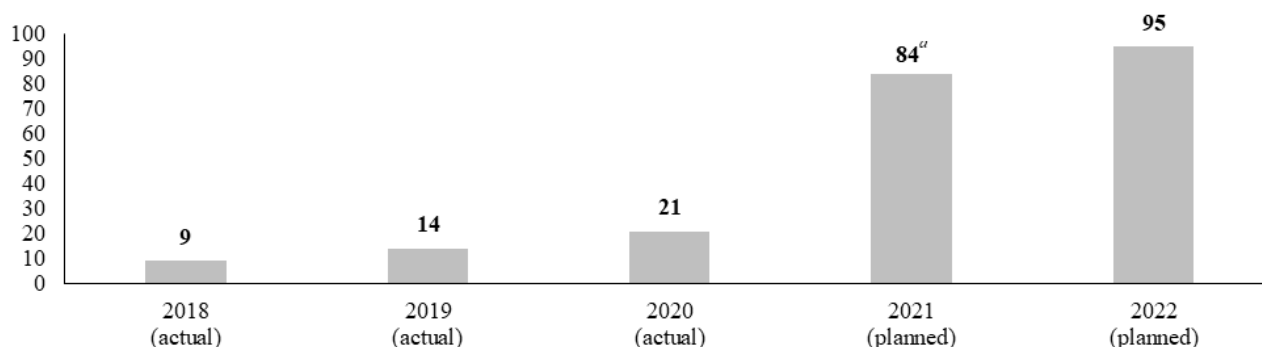
### **Proposed programme plan for 2022**

17.95 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 organize expert meetings to exchange experiences and conduct methodological work to improve the use of administrative data for population and housing censuses. The expected progress is presented in the performance measure below (see figure 17.IX).

Figure 17.IX

### **Performance measure: Economic Commission for Europe countries having conducted a census in compliance with the Conference of European Statisticians recommendations**

(Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increasing the number of countries that report sex-disaggregated statistical indicators**

#### **Proposed programme plan for 2022**

17.96 Gender data and indicators are in high demand for understanding the situation with respect to gender equality and for monitoring the Sustainable Development Goals and the impact of different policies on women and men. The subprogramme develops statistical capacity and promotes the use of advanced methodologies for producing data and indicators of gender equality.

#### *Lessons learned and planned change*

17.97 The lesson for the subprogramme was that, during the COVID-19 crisis, questions surrounding the economic impact on women and men, the burden of childcare amid school closures and the link between social isolation measures and gender-based

violence further increased the demand on timely gender statistics. In applying the lesson, the subprogramme will organize ECE expert meetings and capacity-building workshops to discuss the responses of national statistical offices to these challenges. The expert exchanges and capacity development will lead to the production of improved statistical indicators from a gender perspective and their improved availability.

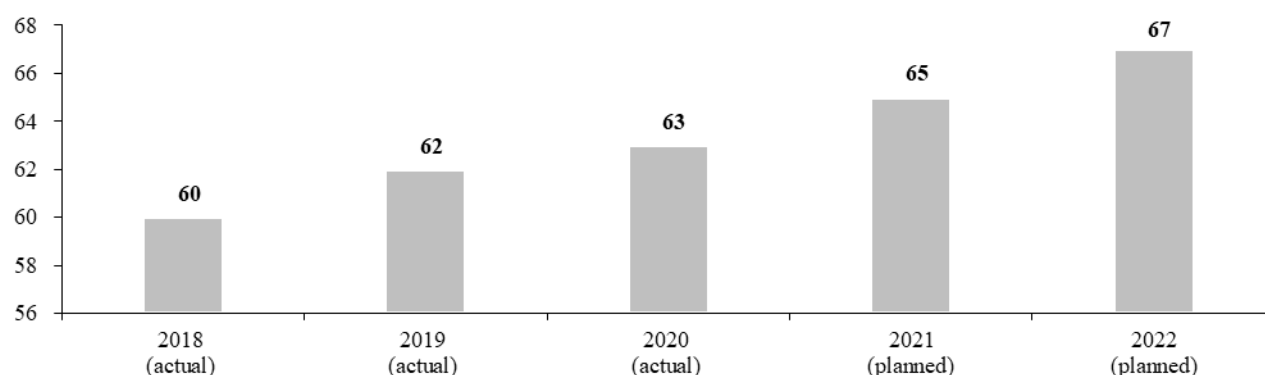
*Expected progress towards the attainment of the objective, and performance measure*

17.98 This work is expected to contribute to the objective, as demonstrated by the increased availability of sex-disaggregated indicators in the ECE Sustainable Development Goals database. This is measured as the average percentage of sex-disaggregated indicators available for ECE member States (see figure 17.X).

Figure 17.X

**Performance measure: sex-disaggregated indicators available for Economic Commission for Europe member States in the ECE Sustainable Development Goals database**

(Percentage)



## Legislative mandates

17.99 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

67/144	Intensification of efforts to eliminate all forms of violence against women	72/234	Women in development
68/261	Fundamental Principles of Official Statistics	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
69/210	Entrepreneurship for development		
69/282	World Statistics Day		

*Economic and Social Council resolutions*

2006/6	Strengthening statistical capacity	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2014/7	Further implementation of the Madrid International Plan of Action on Ageing, 2002	2018/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/10	2020 World Population and Housing Census Programme		
2016/27	Strengthening institutional arrangements on geospatial information management	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development		

*Economic and Social Council decisions*

2013/235	Report of the Statistical Commission on its forty-fourth session (Statistical Commission decision 44/105: Environment statistics)	2018/227	Report of the Statistical Commission on its forty-ninth session (Statistical Commission decision 49/101: Global indicator framework for Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)
2014/219	Report of the Statistical Commission on its forty-fifth session (Statistical Commission decision 45/101: Implementation of the Fundamental Principles of Official Statistics)	2018/227	Report of the Statistical Commission on its forty-ninth session (Statistical Commission decision 49/102: Data and indicators for the 2030 Agenda for Sustainable Development)
2014/219	Report of the Statistical Commission on its forty-fifth session (Statistical Commission decision 45/103: Programme review: broader measures of progress)	2018/227	Report of the Statistical Commission on its forty-ninth session (Statistical Commission decision 49/108: Regional statistical development)
2014/219	Report of the Statistical Commission on its forty-fifth session (Statistical Commission decision 45/110: Big data and modernization of statistical systems)	2018/227	Report of the Statistical Commission on its forty-ninth session (Statistical Commission decision 49/113: Climate change statistics)
2015/216	Report of the Statistical Commission on its forty-sixth session (Statistical Commission decision 46/101: Data in support of the post-2015 development agenda)	2018/227	Report of the Statistical Commission on its forty-ninth session (Statistical Commission decision 49/114: Statistical classifications)
2015/216	Report of the Statistical Commission on its forty-sixth session (Statistical Commission decision 46/102: Population and housing censuses)	2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/101: Global indicator framework for Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)
2015/216	Report of the Statistical Commission on its forty-sixth session (Statistical Commission decision 46/107: International trade and economic globalization statistics)	2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/103: Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development)
2016/220	Report of the Statistical Commission on its forty-seventh session (Statistical Commission decision 47/102: High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development)	2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/106: National quality assurance frameworks)
2016/220	Report of the Statistical Commission on its forty-seventh session (Statistical Commission decision 47/112: Climate change statistics)	2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/116: Disaster-related statistics)
2017/228	Report of the Statistical Commission on its forty-eighth session (Statistical Commission decision 48/101: Global indicator framework for Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)	2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/117: International migration statistics)
2017/228	Report of the Statistical Commission on its forty-eighth session (Statistical Commission decision 48/103: Transformative agenda for official statistics)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/101: Global indicator framework for Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)
2017/228	Report of the Statistical Commission on its forty-eighth session (Statistical Commission decision 48/107: Fundamental Principles of Official Statistics)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/104: Coordination of statistical programmes)
2017/228	Report of the Statistical Commission on its forty-eighth session (Statistical Commission decision 48/108: Integration of statistical and geospatial information)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/106: National accounts)
2017/228	Report of the Statistical Commission on its forty-eighth session (Statistical Commission decision 48/114: Business registers)		

2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/107: International trade and business statistics)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/115: Gender statistics)
2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/108: Price statistics)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/120: Management and modernization of statistical systems)
2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/110: Environmental-economic accounting)	2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/123: Integration of statistical and geospatial information)
2020/211	Report of the Statistical Commission on its fifty-first session (Statistical Commission decision 51/112: Demographic statistics)		

## Deliverables

17.100 Table 17.6 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 17.6

### Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>81</b>	<b>71</b>	<b>81</b>	<b>81</b>
1. Documentation for the Conference of European Statisticians	43	38	43	43
2. Documentation for expert bodies	38	33	38	38
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>85</b>	<b>77</b>	<b>85</b>	<b>85</b>
3. Meetings of the Conference of European Statisticians and its Bureau	13	13	13	13
4. Meetings of expert bodies	72	64	72	72
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Project on social and economic statistics	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>4</b>	<b>6</b>	<b>6</b>
6. Workshops on social and economic statistics	3	1	3	3
7. Workshops on innovating statistical production	3	3	3	3
<b>Publications</b> (number of publications)	<b>9</b>	<b>8</b>	<b>7</b>	<b>7</b>
8. Publications on topics covering multiple statistical areas	1	1	1	1
9. Publications on social, environmental and economic statistics	8	7	6	6
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services for more than 100 government officials (staff of national statistical systems) and other stakeholders of countries of Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe on economic, social, demographic and environment statistics, statistics for the Sustainable Development Goals, geospatial statistics and institutional issues and modernization of official statistics (4 countries).				
<b>Databases and substantive digital materials:</b> update and maintenance of ECE statistical databases (SDG, population and gender statistics database; economic statistics database; transport database; forestry database).				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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#### **D. Communication deliverables**

**Outreach programmes, special events and information materials:** leaflets and other promotional materials.

**External and media relations:** articles for the “UNECE Weekly” and “EnvStats” newsletters for regional access.

**Digital platforms and multimedia content:** interactive digital workspaces (wikis, including the ECE census wiki); update and maintenance of the website of the subprogramme.

## **Subprogramme 4 Economic cooperation and integration**

### **Objective**

17.101 The objective, to which this subprogramme contributes, is to strengthen policies on innovation, competitiveness and public-private partnerships in the ECE region.

### **Strategy**

17.102 The strategy of the subprogramme is based on the implementation of three core interlinked functions in the subprogramme’s two areas of work (innovation and competitiveness policies, and public-private partnerships): international policy dialogue; normative and analytical work; and capacity-building and the sharing of best practices and lessons learned. The two areas of work are complementary. They both contribute to achieving Sustainable Development Goals 8, 9, 12 and 17. Both areas of work also contribute to the ECE nexus areas on sustainable mobility and smart connectivity and on sustainable and smart cities for all ages.

17.103 To contribute to the objective in the first of the above two areas of work (i.e., innovation and competitiveness policies), the subprogramme will continue to support member States in creating a business climate that enables and rewards innovative solutions to sustainable development challenges. It will do so by developing good practices on how innovation can advance sustainable development and how Governments can support this; advising, on request, Governments on innovation policy reforms on the basis of analyses of national innovation systems, policies and institutions; and supporting innovation policy reforms by building capacity through workshops and seminars at the national and subregional levels.

17.104 To contribute to the objective in the second of the above two areas of work (i.e., public-private partnerships), the subprogramme will promote innovative ways of financing, building and managing infrastructure critical for sustainable development. It will do so by developing international guiding principles and standards on how to design regulatory frameworks for public-private partnerships in various sectors and on how to design partnership projects; developing a methodology to evaluate public-private partnership projects on whether they contribute to sustainable development (“people-first” public-private partnerships) and assessing projects, on request; and providing policy advice and capacity-building to support member States in creating regulatory frameworks and partnership project pipelines to help them to close the Sustainable Development Goal infrastructure financing gap.

17.105 The subprogramme plans to support member States on issues related to COVID-19 by focusing some of its policy dialogues, policy analysis, policy recommendations and standards, and capacity-building on the question of how innovation policy and public-

private partnership projects can help to turn the crisis into an opportunity by facilitating innovations and developing infrastructure that not only build back, but also build a better, more resilient, sustainable and productive economy in the future.

17.106 The above-mentioned work is expected to result in a shared and improved understanding among member States:

(a) On policy options to harness the power of innovation for sustainable development, and support national innovation policy reforms, in line with international good practice and ECE recommendations;

(b) On how to design and operate public-private partnerships that contribute to sustainable development and will lead to more “people-first” projects (i.e., projects that not only deliver value for money, but also are ecologically sustainable and socially inclusive), as well as in strengthened capacities for policy and project design and implementation.

17.107 The planned support on issues related to COVID-19 is expected to result in:

(a) New and better policies supporting innovation in areas critical for resilience and sustainability;

(b) Better regulatory frameworks supporting investment in resilient and sustainable infrastructure.

## **Programme performance in 2020**

17.108 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Renewed pathway of the Government of Georgia to improve innovation support policies with a view to “building back better” post-COVID-19**

17.109 A key part of the work of the subprogramme consists of national Innovation for Sustainable Development Reviews developed at the request of member States. These Reviews analyse national innovation performance, systems, institutions and policies in the light of international good practice as developed under the subprogramme, and provide tailored recommendations on how innovation policies can be improved. The subprogramme completed a review of Georgia and developed a shared understanding with the Government of the strengths and weaknesses of current innovation performance and policies, and of policy options for improving innovation performance in pursuit of the country’s sustainable development priorities.

17.110 The subprogramme responded to the COVID-19 pandemic by expanding the assessments and recommendations of the Innovation for Sustainable Development Review of Georgia to provide additional recommendations to the Government on options for strengthening innovation to build back better after the pandemic. These recommendations were based on additional analysis that the subprogramme had carried out on the experience in the entire ECE region on the issue.

### *Progress towards the attainment of the objective, and performance measure*

17.111 The above-mentioned work contributed to the objective, as demonstrated by the endorsement of findings and recommendations from the review by the ECE Team of Specialists on Innovation and Competitiveness Policies and the publication of the Innovation for Sustainable Development Review (see table 17.7). The Team of Specialists is composed of experts nominated by Governments of the ECE member States.

Table 17.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Request received from the Government of Georgia for a national Innovation for Sustainable Development Review; agreement reached on the scope of the Review	Agreement with the requesting Government on the design of the review	ECE Team of Specialists endorses findings and recommendations from the Review, including options for strengthening innovation to build back better after the COVID-19 pandemic

### Impact of COVID-19 on subprogramme delivery

17.112 Owing to the impact of COVID-19 during 2020, the subprogramme had to limit activities requiring travel, resulting in fewer country missions and consultations facilitating policy reforms being carried out than originally envisaged. In turn, member States undertook fewer policy reform measures than previously expected, as specified under result 1 below.

### Planned results for 2022

17.113 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: innovation policy outlook for the effective analysis of innovation policies and institutions<sup>10</sup>

#### Programme performance in 2020

17.114 The subprogramme completed the subregional innovation policy outlook for Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine. The findings and recommendations were endorsed by the subprogramme's intergovernmental process, and the outlook was launched regionally and in the participating countries.

17.115 The above-mentioned work contributed to four additional policy measures undertaken by pilot project member States, which did not meet the target of six new policy measures reflected in the programme budget for 2020. This was due to the restrictions imposed during the COVID-19 pandemic, which resulted in fewer country missions and consultations facilitating policy reforms than originally envisaged. Another contributing factor was that some Governments had prioritized the immediate health-care response to the pandemic and were not able to devote as much attention to innovation policy reform as expected when planning the above result.

#### Proposed programme plan for 2022

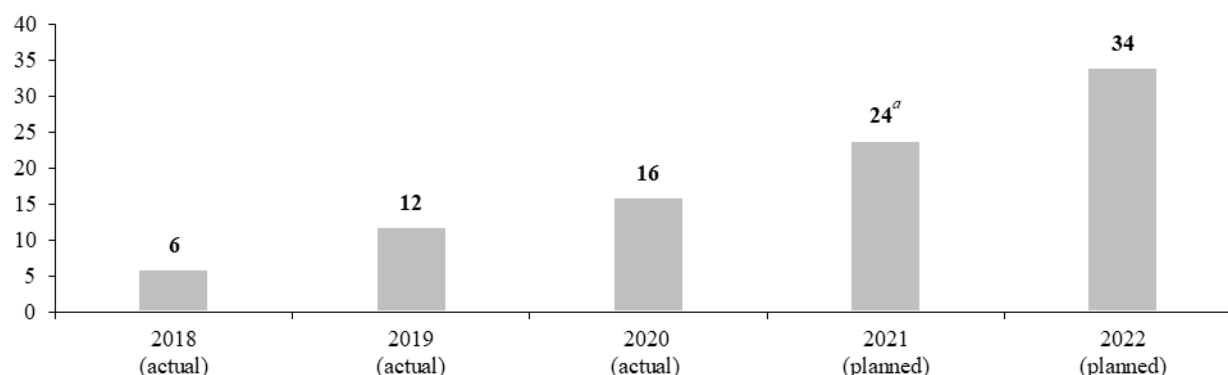
17.116 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support participating member States in implementing national innovation policy reforms on the basis of the recommendations from the subregional innovation policy outlook. The expected progress is presented in the performance measure below (see figure 17.XI).

<sup>10</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 20)).



Figure 17.XI

**Performance measure: total number of national innovation policy measures taken by pilot project member States (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: people-first public-private partnerships to finance sustainable development<sup>11</sup>**

### **Programme performance in 2020**

17.117 The subprogramme has developed the evaluation methodology for people-first public-private partnerships (formerly the public-private partnerships project impact assessment tool), circulated it for public review among key public-private partnership stakeholders and incorporated the feedback received. The evaluation methodology is expected to provide member States with additional evidence on the impact and performance of their infrastructure projects. Such evidence will assist member States in prioritizing investments in infrastructure projects that support progress towards achieving the Sustainable Development Goals and help to mobilize private finance and innovation capabilities in Goal-compatible projects.

17.118 The above-mentioned work contributed to the ECE Working Party on Public-Private Partnerships endorsing the methodology for piloting, which met the planned target for 2020, reflected in the programme budget for 2021. The lessons from the pilot stage will be incorporated into the methodology for final approval.

### **Proposed programme plan for 2022**

17.119 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 assess at least an additional 50 public-private partnership projects using the evaluation methodology for people-first public-private partnerships. The expected progress is presented in the performance measure below (see table 17.8).

<sup>11</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Table 17.8  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Member States agreed to set up a project team to develop a project impact assessment tool	The project team was set up and work on the project impact assessment tool commenced	Evaluation methodology endorsed by member States for piloting	At least 100 public-private partnership projects assessed using the evaluation methodology	An additional 50 public-private partnership projects assessed using the evaluation methodology

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: improved capacity of member States to use innovation to achieve their sustainable development objectives**

#### **Proposed programme plan for 2022**

17.120 Enhanced cooperation, knowledge-sharing and capacity-building on science, technology and innovation is one of the key means of implementation of the 2030 Agenda and the achievement of Sustainable Development Goal 17. The evidence collected by the subprogramme and by others shows clearly that economies differ greatly in their capacity to innovate and that Governments differ greatly in their capacity to provide adequate policy support.

17.121 The subprogramme has responded to this challenge by creating a broad network of innovation policymakers and other innovation stakeholders from across the ECE region that are sharing their knowledge on innovation policy through regular policy dialogues (contributing to achieving Sustainable Development Goal 17). On the basis of these exchanges of knowledge, the subprogramme has built up, and is continuously adding to, a collection of international good practices. On request, the subprogramme has been analysing the innovation systems, policies and performance of selected member States and has been benchmarking them against these international good practices. On the basis of these analyses (national Innovation for Sustainable Development Reviews and subregional innovation policy outlook), the subprogramme has been assessing the strengths and weaknesses of existing innovation policies and providing recommendations for policy improvements to the requesting Governments.

#### *Lessons learned and planned change*

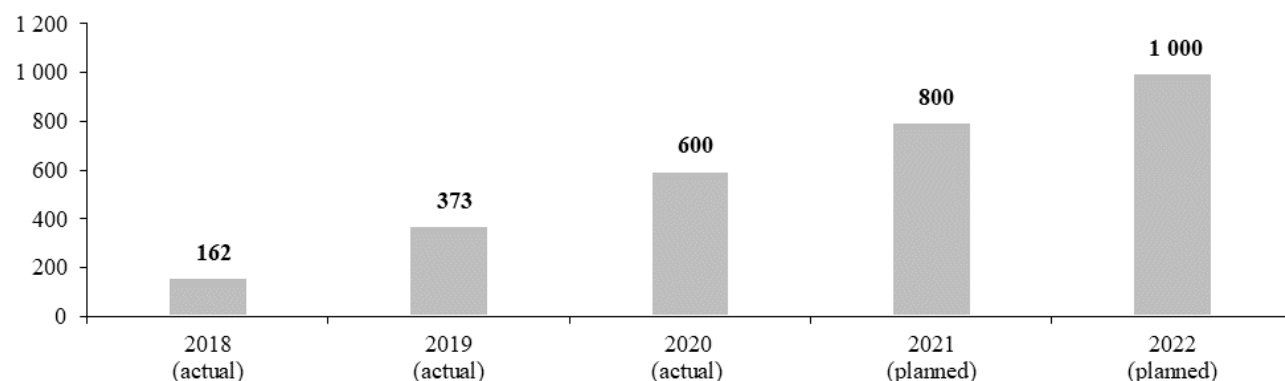
17.122 The lesson for the subprogramme was that the medium-term impact of the programme could be improved with the provision of more capacity-building support to Governments as a follow-up to each Innovation for Sustainable Development Review to facilitate the implementation of specific recommendations for policy reforms contained in the Reviews. In applying the lesson, the subprogramme will expand its capacity-building support to requesting Governments in the follow-up to national Reviews and subregional innovation policy outlooks (contributing to achieving Sustainable Development Goal 17). Steps in this direction have already been taken in 2019–2020 in follow-up to a national Review of Belarus.

*Expected progress towards the attainment of the objective, and performance measure*

17.123 This work is expected to contribute to the objective, as demonstrated by an increase of 200 policymakers and other innovation stakeholders from requesting countries benefiting from ECE capacity-building on innovation policy (see figure 17.XII).

Figure 17.XII

**Performance measure: total number of policymakers and other innovation stakeholders from requesting countries that have benefited from Economic Commission of Europe capacity-building on innovation policy (cumulative)**



## Legislative mandates

17.124 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

<a href="#">72/228</a>	Science, technology and innovation for development	<a href="#">74/197</a>	Information and communication technologies for sustainable development
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### *Economic Commission for Europe decisions*

<a href="#">E/ECE/1448</a>	Economic Commission for Europe annual report (24 February 2006–27 April 2007)
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## Deliverables

17.125 Table 17.9 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 17.9

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>18</b>	<b>12</b>	<b>18</b>	<b>18</b>
1. Documentation for the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	12	18	18
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>19</b>	<b>13</b>	<b>19</b>	<b>19</b>
2. Meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	12	18	18
3. Meetings of the Project Working Group on Knowledge-Based Development	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	—
4. Project on capacity-building for civil servants from countries of the Commonwealth of Independent States on innovation and competitiveness	1	1	1	—
5. Project on capacity-building for civil servants from countries of the Commonwealth of Independent States on public-private partnerships	1	1	1	—
<b>Seminars, workshops and training events</b> (number of days)	<b>24</b>	<b>15</b>	<b>16</b>	<b>16</b>
6. Capacity-building and policy advisory workshops, seminars and training on innovation and competitiveness policies for sustainable development	12	12	8	8
7. Capacity-building and policy advisory workshops, seminars and training on people-first public-private partnerships	12	3	8	8
<b>Publications</b> (number of publications)	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
8. Publication on Innovation for Sustainable Development Reviews	1	1	1	1
9. Publication on comparative reviews on innovation policy and/or public-private partnership readiness	2	1	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services under the Working Party on Public-Private Partnership and the Team of Specialists on Innovation and Competitiveness Policies reaching 30 government ministries and agencies and stakeholder entities.				
<b>Fact-finding, monitoring and investigation missions:</b> preparatory and fact-finding missions for Innovation for Sustainable Development Reviews and public-private partnership needs assessments in 3 member States.				
<b>Databases and substantive digital materials:</b> database of infrastructure public-private partnership projects certified and evaluated according to ECE people-first public-private partnership methodology from approximately 15 member States.				
<b>D. Communication deliverables</b>				
<b>External and media relations:</b> press releases and launch events for the above publications for regional, subregional and national access.				
<b>Digital platforms and multimedia content:</b> update and maintenance of the subprogramme's website for regional access.				

## Subprogramme 5

### Sustainable energy

#### Objective

17.126 The objective, to which this subprogramme contributes, is to improve access to affordable and clean energy for all and to reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region.

## Strategy

17.127 The strategy of the subprogramme is to support international policy dialogue and cooperation among Governments, energy industries and other stakeholders to foster sustainable energy development; develop and deploy ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues; and provide capacity-building and assistance to member States, at their request, through training programmes, advisory services and technical cooperation projects. Through its work, the subprogramme will contribute to the four ECE nexus areas described in paragraph 17.5 above.

17.128 To contribute to the objective, the subprogramme will assist member States in integrating the objectives of Sustainable Development Goals 7 and 13 by reducing the environmental footprint of energy, accelerating deep transformation of the energy sector to meet future needs, ensuring the sustainable management of resources and assessing options to ensure energy for sustainable development. The subprogramme will promote policy dialogue and cooperation among member States, regional entities and other partners on sustainable energy issues, in particular energy efficiency, cleaner electricity systems, renewable energy, coal mine methane, resource management, natural gas and energy security through regional and country-specific initiatives aimed at improving cooperation. The initiatives include the establishment of international centres of excellence to disseminate ECE best practice guidance on methane management, the ECE Framework Guidelines for Energy Efficiency Standards in Buildings and the United Nations Framework Classification for Resources, and the conduct of dialogue among countries on pathways to sustainable energy. The subprogramme will provide technical assistance and guidance on energy, disseminate best practices and improve information-sharing. The subprogramme will promote collaboration among actors who are key to implementing national and regional policies. The promotion includes the engagement of stakeholders in developing normative instruments and the encouragement of private and public actors in the deployment and dissemination of the instruments.

17.129 The subprogramme plans to support Member States on issues related to COVID-19 through work on sustainable resource management to ensure the availability of critical materials and activities on high-performance buildings to improve indoor air quality and health. This work will include further development and implementation of the United Nations Framework Classification for Resources and the United Nations Resource Management System for application to raw materials through workshops, capacity-building and case studies, and the deployment and dissemination of the high-performance buildings initiative (training, capacity-building and extension of the initiative's networks).

17.130 The above-mentioned work is expected to result in:

- (a) More effective integration of sustainable energy across national policies and normative frameworks in support of the 2030 Agenda;
- (b) Enhanced dialogue and cooperation among all energy actors to boost transformational investment in the energy sector and, consequently, accelerate the modernization of the energy system to meet countries' development and climate commitments.

17.131 The planned support on issues related to COVID-19 is expected to result in:

- (a) Greater availability of raw material resources needed for surveillance, response and recovery from current and future pandemics, including the raw materials needed to produce personal protection equipment, drugs, vaccines and essential services such as food, water and energy;

(b) Improvement in the performance of buildings from a health perspective (e.g., temperatures, comfort, effective air intake and recycling filters), which will improve the protection and resilience of populations.

## **Programme performance in 2020**

17.132 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Securing the supply of critical raw materials through sustainable resource management**

17.133 The demand for natural resources such as energy, minerals and freshwater is increasing at an exponential rate. The amount of natural resources used in the ECE region is doubling every 25 to 30 years. The consumption is unsustainable, given the environmental impacts, waste problems and greenhouse gas emissions. The subprogramme developed the United Nations Framework Classification for Resources, which includes guidelines and best practices for the energy and mineral sectors that integrate social and environmental considerations fully to facilitate the attainment of affordable and clean energy. A range of guidelines, best practices and case studies was either updated or developed for the Framework Classification to extend its evaluation parameters to better embrace social, environmental and economic considerations and to facilitate application by countries.

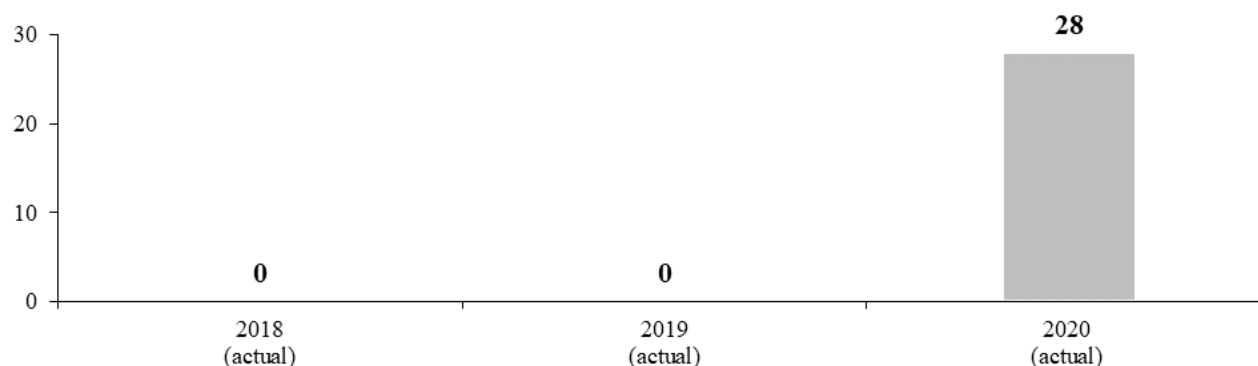
17.134 Through extensive training programmes undertaken in 2020, the subprogramme also enhanced the capacity of Member States to apply the United Nations Framework Classification for Resources as a universal standard to facilitate policy and strategy formulation, government resources management, industry business processes and capital allocation. In particular, the subprogramme assisted the European Commission in using the Framework Classification to report critical raw materials in European Union member States. The support included capacity-building and training on the use of the Framework Classification to harmonize reporting codes for primary resources, the use of the Framework Classification for reporting secondary raw materials produced from wastes and other residues, and application of the Framework Classification to deliver coherent resource reporting under a heterogeneous legal framework.

#### *Progress towards the attainment of the objective, and performance measure*

17.135 The above-mentioned work contributed to the objective, as demonstrated by the number of United Nations Member States applying the United Nations Framework Classification for Resources to resources that are critical for attaining the 2030 Agenda (see figure 17.XIII).

Figure 17.XIII

**Performance measure: total number of United Nations Member States using the United Nations Framework Classification for Resources for reporting critical raw materials (cumulative)**



### **Impact of COVID-19 on subprogramme delivery**

17.136 Owing to the impact of COVID-19 during 2020, meetings of three of the groups of experts in energy (18 half-days) were postponed. Much of the substantive work of the groups was delivered through webinars and virtual workshops, and the formal segments of the postponed meetings were merged into the previously scheduled meetings of two other groups of experts (eight half-days) in September 2020. Although two major events, namely, the Global Methane Forum and the International Forum on Energy for Sustainable Development, were cancelled, the lead-up activities were completed in full. Because of the additional task of preparing the online alternatives to in-person meetings and because experts were less available to contribute than previously, the full slate of 60 parliamentary documents could not be produced. Two capacity-building seminars on renewable energy development and policy reforms for climate change mitigation planned for 2020 were postponed because of COVID-19 and persistent travel restrictions. The development of centres of excellence, notably on high-performance buildings, was delayed. Both outreach by ECE and activities by prospective centres were delayed because of limitations on travel and a refocus on COVID-19 management and response. These changes had an impact on programme performance in 2020, as specified under result 2 below.

### **Planned results for 2022**

17.137 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: achieving a step change in the efficiency with which natural resources are used<sup>12</sup>**

#### **Programme performance in 2020**

17.138 The subprogramme updated the United Nations Framework Classification for Resources in 2020 and began to develop a derivative tool called the United Nations Resource Management System that allows for the dynamic management of resource endowments in line with the 2030 Agenda. The Management System is intended to

<sup>12</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 20)).

be a comprehensive framework for the integrated and sustainable management of the natural resource base. The subprogramme also worked with United Nations Member States to develop case studies, conduct capacity-building workshops and deploy application of the Framework Classification nationally and regionally. The subprogramme has secured extrabudgetary funding for continuing development of the Framework Classification and the Management System and capacity-building activities over the coming years. The subprogramme continued the development of the Management System by preparing two advanced concept notes on it, presenting the objectives, fundamental principles, requirements, regional priorities and way forward for it. A comprehensive report discussing the background and vision of the Management System was published in 2020. The principles and guidelines of the Management System have been promoted as effective tools for the sustainable recovery from COVID-19, especially in projects involving micro-, small and medium-sized enterprises.

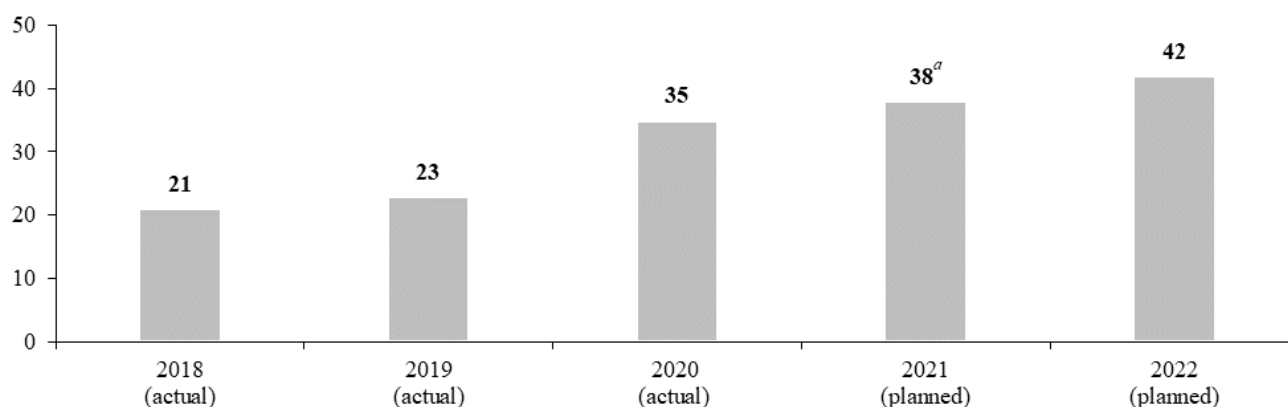
17.139 The above-mentioned work contributed to increasing the number of countries applying the United Nations Framework Classification for Resources to 35, which exceeded the planned target of 33, reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

17.140 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 extend the application and implementation of the United Nations Framework Classification for Resources and further develop the United Nations Resource Management System. The expected progress is presented in the performance measure below (see figure 17.XIV).

Figure 17.XIV

**Performance measure: total number of United Nations Member States applying the United Nations Framework Classification for Resources (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.



## Result 2: reduced carbon footprint and improved quality of life with high-performance buildings<sup>13</sup>

### Programme performance in 2020

17.141 The subprogramme updated the Framework Guidelines on Energy Efficiency Standards in Buildings that underpin the ECE high-performance buildings initiative and extended the initiative to reflect broader quality of life indicators (energy services, health, water and climate). The subprogramme extended the outreach of its high-performance buildings initiative to additional communities in the United Kingdom of Great Britain and Northern Ireland and in Eastern Europe that are expected to join the network of centres of excellence on high-performance buildings in 2021 and 2022. Furthermore, the subprogramme advanced the research agenda on high-performance buildings and is advancing projects in Central Asia to produce case studies on the development of high-performance buildings.

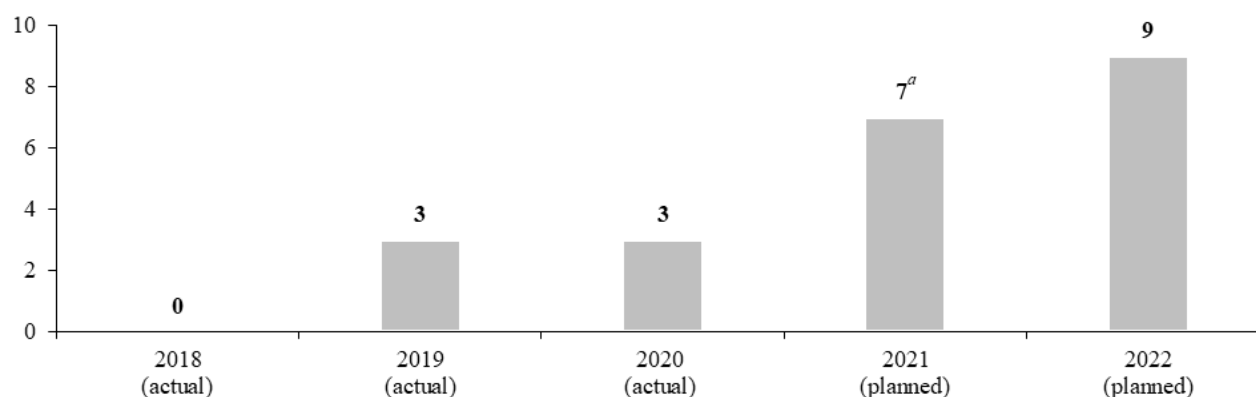
17.142 The above-mentioned work contributed to negotiations and agreement with countries/contact with institutions and the establishment of three centres of excellence, which did not meet the planned target of five centres, reflected in the programme budget for 2021. The development of additional centres was affected directly by the COVID-19 pandemic. Both outreach by ECE and activities by the prospective centres were delayed because of limitations on travel and a refocus on COVID-19 management and response.

### Proposed programme plan for 2022

17.143 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 extend the network of centres of excellence, expand the research consortium and prepare case studies on the application of the Framework Guidelines on Energy Efficiency Standards in Buildings. The centres of excellence have succeeded in raising the capacity of building developers within their relevant footprints of activity to deliver high-performance buildings. The expected progress is presented in the performance measure below (see figure 17.XV).

Figure 17.XV

**Performance measure: total number of international centres of excellence disseminating the Framework Guidelines for Energy Efficiency Standards in Buildings (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>13</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

**Result 3: managing gases to implement the 2030 Agenda****Proposed programme plan for 2022**

17.144 Gases will have an important role in the future energy mix, both as energy vectors (methane (CH<sub>4</sub>) and hydrogen (H<sub>2</sub>)) and as greenhouse gases (CO<sub>2</sub> and CH<sub>4</sub>). The management of these gases will require new normative instruments. The subprogramme has supported Member States as they pursue options for carbon capture and storage, CH<sub>4</sub> management and an H<sub>2</sub> economy by helping to develop normative instruments such as recommendations or best practice guidance and by disseminating and deploying the instruments. In particular, it has developed best practice guidance for methane management in both operating and abandoned coal mines and for monitoring and reporting methane emissions in the oil and gas sectors.

17.145 The natural gas infrastructure could be used to mix CH<sub>4</sub> and H<sub>2</sub>, leading to progressive decarbonization. For this to work across borders, standards on acceptable mixing proportions are needed. In addition, the production of H<sub>2</sub> using carbon-free energy sources could be an important option for decarbonizing energy. The subprogramme has been working with national and organizational partners on the transformation to an H<sub>2</sub> economy.

17.146 Opportunities exist to capture CO<sub>2</sub> emissions and, eventually, atmospheric CO<sub>2</sub> and to use existing infrastructure to transport CO<sub>2</sub> into long-term storage. The subprogramme has developed and submitted policy recommendations on the deployment of carbon capture and storage as a means of minimizing CO<sub>2</sub> emissions.

*Lessons learned and planned change*

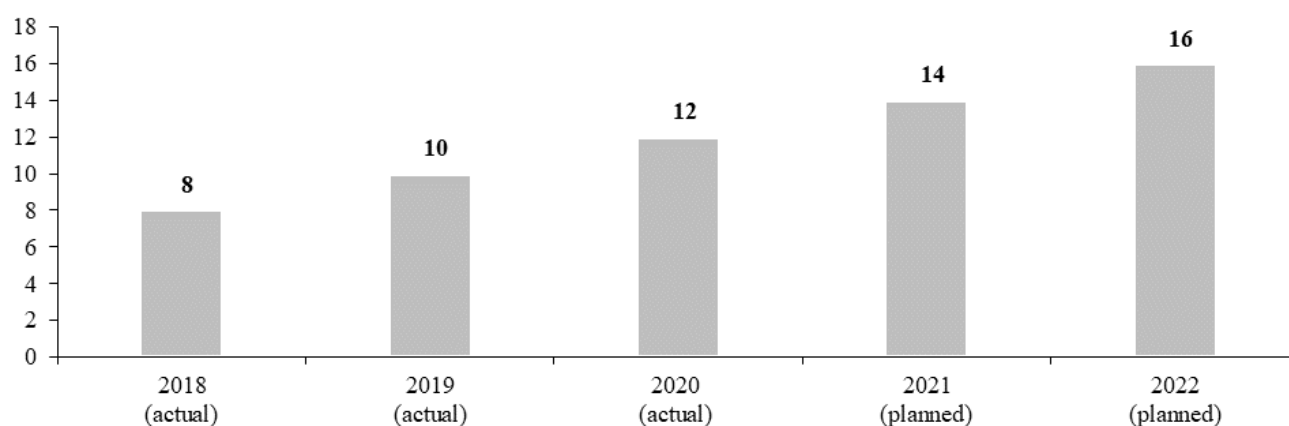
17.147 The lesson for the subprogramme was that, to achieve effective and impactful results, the subprogramme must engage not only with Governments, but also with the business community, civil society and academia. An example of this process has been the development of best practice guidance in managing coal mine methane with China, Poland and the Russian Federation, instituting international centres of excellence to disseminate and deploy the guidance. In applying the lesson, the subprogramme will engage in an inclusive, open and transparent process that creates a sense of ownership. This engagement is key to both the development and application of guidance for managing gases and their mixtures. The subprogramme's activities will involve Governments and the private sector. Engagements planned with academia will help to integrate leading and novel technologies into the development of normative instruments.

*Expected progress towards the attainment of the objective, and performance measure*

17.148 This work is expected to contribute to the objective, as demonstrated by the number of countries applying the guidance developed under the subprogramme (see figure 17.XVI).

Figure 17.XVI

**Performance measure: number of Member States applying Economic Commission for Europe guidance to manage gases (CH<sub>4</sub>, H<sub>2</sub>, and CO<sub>2</sub>)**



### Legislative mandates

17.149 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

<a href="#">69/225</a>	Promotion of new and renewable sources of energy	<a href="#">72/224</a>	Ensuring access to affordable, reliable, sustainable and modern energy for all
<a href="#">70/213</a>	Science, technology and innovation for development		

#### *Economic and Social Council decisions*

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities	2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
		2011/222	Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines

### Deliverables

17.150 Table 17.10 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 17.10

**Subprogramme 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>60</b>	<b>55</b>	<b>60</b>	<b>45</b>
1. Documentation for the Committee on Sustainable Energy and related subsidiary bodies	60	55	60	45
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>38</b>	<b>38</b>	<b>40</b>	<b>38</b>
2. Meetings of the Committee on Sustainable Energy, its Bureau and related subsidiary bodies	38	38	40	38
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>6</b>	<b>9</b>	<b>4</b>	<b>8</b>
3. <b>Sustainable resource management</b>	1	2	1	1
Project on the application of the United Nations Framework Classification for Resources in Central Asia	–	1	–	–
Project on the United Nations Resource Management System	1	1	1	1
4. <b>Reducing the environmental footprint of energy</b>	2	2	1	1
Projects on methane management	2	2	1	1
5. <b>Accelerating deep transformation of the energy sector</b>	1	2	1	3
Project on energy efficiency in buildings	1	1	1	1
Project on transboundary cooperation on renewable energy	–	1	–	1
Project on gas in transport	–	–	–	1
6. <b>Supporting member States in securing sustainable energy</b>	2	3	1	3
Project on pathways to sustainable energy (phase 1)	1	1	–	–
Project on pathways to sustainable energy (phase 2)	–	–	1	1
Project on carbon neutrality	–	1	–	1
Project on global tracking framework	1	1	–	1
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>4</b>	<b>10</b>	<b>10</b>
7. Workshops for experts and government officials on the application of the United Nations Framework Classification for Resources	2	2	2	2
8. Capacity-building seminars on energy-efficiency measures, accelerators and standards	2	2	2	2
9. International capacity-building seminars on renewable energy development and policy reforms for climate change mitigation	2	–	2	2
10. International Forum on Energy for Sustainable Development	4	–	4	4
<b>Publications</b> (number of publications)	<b>2</b>	<b>3</b>	<b>2</b>	<b>5</b>
11. Publications on the best practice guidelines, case studies and other publications related to sustainable energy	2	2	2	5
12. <i>Natural Resource Nexuses in the ECE Region</i> (ECE nexuses publication)	–	1	–	–
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> booklets on sustainable energy and related topics, for regional access.				
<b>External and media relations:</b> press releases, keynote speeches and articles.				
<b>Digital platforms and multimedia content:</b> update and maintenance of subprogramme's website providing access to information and documents for regional and global audiences.				

## Subprogramme 6

### Trade

#### Objective

17.151 The objective, to which this subprogramme contributes, is to strengthen trade facilitation and electronic business, regulatory cooperation and standardization policies, agricultural quality standards and trade-related economic cooperation in the ECE region and beyond.

#### Strategy

17.152 The strategy of the subprogramme is based on the implementation of core interlinked functions. The first function is international policy dialogue on reducing regulatory and procedural barriers to trade that hamper market access, including those caused by cumbersome procedures and substantial paperwork; differences in trade procedures, standards and documents; and divergent regulatory approaches and product standards. The second function is normative work to develop standards and recommendations in the areas of trade facilitation and e-business, agricultural quality standards and regulatory cooperation. The third function is focused on capacity-building and the sharing of best practices and lessons learned in all areas of work. Through its work, the subprogramme will contribute to the ECE nexuses on sustainable mobility and smart connectivity, the sustainable use of natural resources and sustainable and smart cities for all ages, and to the cross-cutting theme of a circular economy.

17.153 To contribute to the objective, the subprogramme will continue to promote simple, transparent and effective processes for global trade. The subprogramme also plans to continue its normative work to develop standards and recommendations in the areas of trade facilitation and electronic business. The subprogramme will continue to facilitate international policy dialogue on establishing digital trading environments and ensuring compliance with the requirements of the multilateral trading system, and dissemination of the instruments such as standards, recommendations and guidelines. In addition, the subprogramme will promote sustainable and resilient value chains and enhanced traceability and circularity (e.g., minimizing waste and maximizing the use of natural resources towards a circular economy), through studies, policy dialogues, technology-based pilot initiatives (e.g., blockchain-based traceability for textile value chains). This work will help member States to make progress towards achieving Sustainable Development Goals 8 and 12.

17.154 The subprogramme will continue to promote a predictable and harmonized regulatory environment through strengthening regulatory cooperation and promoting standards and best practices in regulatory frameworks, risk management, conformity assessment and market surveillance. The subprogramme will also disseminate gender-responsive standards, which are aimed at providing a practical way forward for standards bodies wishing to make both their standards and the standards development process gender-sensitive. In addition, through the ECE web portal on standards for the Sustainable Development Goals,<sup>14</sup> the subprogramme will disseminate standards in support of achieving the Goals, in order to showcase information on voluntary standards and maps them according to the Goals and targets of the 2030 Agenda. This work will support member States in making progress towards achieving Sustainable Development Goals 5 and 17.

<sup>14</sup> Available at <https://standards4sdgs.unece.org/>.

17.155 The subprogramme will also continue to promote up-to-date agricultural quality standards and explanatory guidelines through its normative work in these areas. Mindful of 1.6 billion tonnes of food lost or wasted while more than 800 million people suffer from hunger worldwide, the subprogramme will also address food loss and waste by promoting awareness of food loss reduction through policy dialogues, partnerships with international organizations and technology-based initiatives (e.g., blockchain-based food loss application). This work will support member States in making progress towards achieving Sustainable Development Goal 12.

17.156 The subprogramme will continue to carry out analytical evidence-based studies to identify regulatory and procedural barriers to trade and assist Governments in setting action-oriented recommendations for implementing the above-mentioned instruments. This work will support member States in making progress towards achieving Sustainable Development Goal 12.

17.157 The subprogramme plans to support member States on issues related to COVID-19 by further deepening its international policy dialogue, normative, technical assistance and capacity-building activities on digitalization of trade processes in order to support a sustainable and resilient recovery from COVID-19. This work will support member States in making progress towards achieving Sustainable Development Goals 8 and 9.

17.158 The above-mentioned work is expected to result in:

- (a) Simplified trade processes, increased digitalization and greater productivity;
- (b) Increased transparency and traceability of the value chains and reduction of waste, promoting sustainable consumption and production patterns;
- (c) Greater uptake of international standards by countries in order to enable the implementation of internationally harmonized regulatory processes;
- (d) Support for the public and private sectors in the member States to facilitate trade;
- (e) Increased gender equality in trade.

17.159 The planned support on issues related to COVID-19 is expected to result in the enhanced digitalization of trade (e.g., progress towards the adoption of trade-related digital services such as single windows) to minimize COVID-19 transmission risks in the ECE member States.

## **Programme performance in 2020**

17.160 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 access to analytical information on the impact of COVID-19 on trade Programme performance in 2020**

17.161 The COVID-19 pandemic has disrupted global trade and supply chains. According to the most recent World Trade Organization (WTO) data, global merchandized trade volume dropped by more than 14 per cent in the second quarter of 2020 compared with the same period in 2019. Some borders were closed temporarily, logistics operations were halted and businesses were closed either in part or in full. There was a shortage of supply for essential products such as medicine and

food. FAO considers that food accessibility and security will be at significant risk if global trade disruption is not adequately addressed. It is widely accepted that the impact of the pandemic is likely to continue for several years. The subprogramme refocused its activities on a sustainable and resilient recovery for ECE member States. For example, as part of its information provision function, the subprogramme launched a website for sharing information on food trade flows in member States and a webpage on trade facilitation resources developed by the United Nations Centre for Trade Facilitation and Electronic Business to support the Governments overcoming the impact of COVID-19. The large number of visits documents the concrete value added of responding to the need for facts-based information by trade stakeholders. As parts of its core, normative function, the subprogramme has begun to support the development of a normative instrument jointly with other agencies through a United Nations Centre project to support member States in expediting joint controls of essential goods and in easing cross-border trade flows during and in the aftermath of a global health crisis. Furthermore, the subprogramme, through the United Nations Centre, produced a report on the ways in which advanced technologies can help to overcome such disruptions and a white paper on the response to pandemic-related trade flow disruption.

17.162 As part of its analytical and technical assistance function, the subprogramme is reviewing the impact of the crisis on trade and structural transformation in five member States. The reviews trace how non-tariff measures governing trade in goods influence end-to-end supply chains and highlight the lingering effects of the COVID-19 pandemic. Undertaken in the context of ECE studies on regulatory and procedural barriers to trade under the Steering Committee on Trade Capacity and Standards, the assessments use ECE evaluation methodology for designing targeted interventions for rebuilding stronger and more resilient post-COVID-19 economies. The findings and recommendations for the first review in Georgia, with integrated comments, were shared with key interlocutors to inform planning processes for future projects.

*Progress towards the attainment of the objective, and performance measure*

17.163 The above-mentioned work contributed to the objective, as demonstrated by access by member States to analytical information on the impact of COVID-19 on trade, including a study, with recommendations, on non-tariff measures affecting the imports and exports of crucial materials and on the impact of the COVID-19 outbreak on international trade and logistics in Georgia, and two webpages containing COVID-19-related resources on trade facilitation and food outlook for the member States (see table 17.11).

**Table 17.11**  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States have increased access to analytical information on the impact of COVID-19 on trade, including a study, with recommendations, on non-tariff measures affecting the imports and exports of crucial materials and on the impact of the COVID-19 outbreak on international trade and logistics in Georgia, and 2

2018 (actual)

2019 (actual)

2020 (actual)

web pages containing COVID-19-related resources on trade facilitation and food outlook for the member States

### Impact of COVID-19 on subprogramme delivery

17.164 Owing to the impact of COVID-19 during 2020, the subprogramme had to change the approach to delivering its normative products but was forced to either cancel or postpone the capacity-building and technical assistance activities. The subprogramme had to cancel seven in-person intergovernmental meetings and organized informal virtual consultations without interpretation. The following meetings were replaced with virtual informal consultations: the sixth session of the Steering Committee on Trade Capacity and Standards; the thirtieth session of the Working Party on Regulatory Cooperation and Standardization Policy; and the seventy-sixth session of the Working Party on Agricultural Quality Standards (including the four meetings of its specialized sections). The business-critical decisions proposed from those consultations were adopted in an emergency “silence procedure” with Geneva-based missions. Notwithstanding the challenges, the subprogramme continued to engage virtually with member States both through representatives at their Geneva missions and counterparts in their capitals. Those changes had an impact on the programme performance in 2020, as specified in result 2 below.

17.165 At the same time, however, the subprogramme identified new activities and modified its existing activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme stepped up its activities to increase awareness of existing tools and policy guidance to overcome COVID-19 effects on the logistic chain and intensified its participation in joint activities with partners, aimed at supporting a sustainable economic recovery from the pandemic. For example, the subprogramme created two web pages (on trade facilitation and food) to increase awareness of and accessibility to standards, recommendations, training materials, reports; published news articles on how existing standards and tools of the subprogramme could be used to address trade-related impacts of COVID-19; developed a report on advanced technologies and trade facilitation during the pandemic; conducted studies on the impact of COVID-19 on e-commerce in ECE member States and on trade in Armenia, Belarus, Georgia, the Republic of Moldova and Serbia; pilot-tested an additional module on the impacts of COVID-19 on the United Nations Global Survey on Digital and Sustainable Trade Facilitation in the Kyrgyz Republic; and, in collaboration with UNCTAD, initiated work to help the Kyrgyz Republic, at its request, to develop its own system for sharing information on changes in legislation on non-tariff measures with neighbouring countries. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

17.166 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.



## **Result 1: enhancing trade efficiency in Central Asia<sup>15</sup>**

### **Programme performance in 2020**

17.167 The subprogramme has continued to develop trade facilitation recommendations and electronic business standards for four Central Asian countries (Kazakhstan, Kyrgyz Republic, Tajikistan and Uzbekistan). The subprogramme also supported Central Asian countries through technical assistance and capacity-building activities towards the adoption of national trade facilitation strategies and the implementation of the WTO Trade Facilitation Agreement. Furthermore, the subprogramme continued to support the conduct of the United Nations Global Survey on Digital and Sustainable Trade Facilitation, a joint initiative of the United Nations regional commissions undertaken biennially. Through follow-up workshops and meetings, the subprogramme discussed the results of the trade facilitation reform progress review with the Central Asian member States and identified policy priorities to implement appropriate trade facilitation measures.

17.168 The above-mentioned work contributed to an average trade facilitation implementation rate<sup>16</sup> of 55 per cent of Central Asian ECE member States, which exceeded the planned target of 45 per cent, reflected in the proposed programme budget for 2020. In addition, the Central Asian countries adopted three trade facilitation measures, namely, the national trade facilitation road map (Tajikistan), a national single window (Kazakhstan) and information portals related to export, import and transit procedures (Kyrgyz Republic).

### **Proposed programme plan for 2022**

17.169 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 evolve to include increased capacity-building and outreach activities for the digitalization of trade processes in the pursuit of a sustainable and resilient recovery from the COVID-19 pandemic. Trade is likely to fall, given that the economic impact of the pandemic may continue for several years. During 2021, trade facilitation implementation and supply chain connectivity are therefore expected to be affected owing to further disruptions in logistics, transportation and health and safety measures and to the potential closure of regulatory and commercial services. However, the subprogramme will support the Central Asian countries in addressing these challenges in reducing the impact on trade facilitation implementation. It is expected that, by 2022, the average trade facilitation implementation rate will begin to increase again. The expected progress is presented in the performance measure below (see figure 17.XVII).

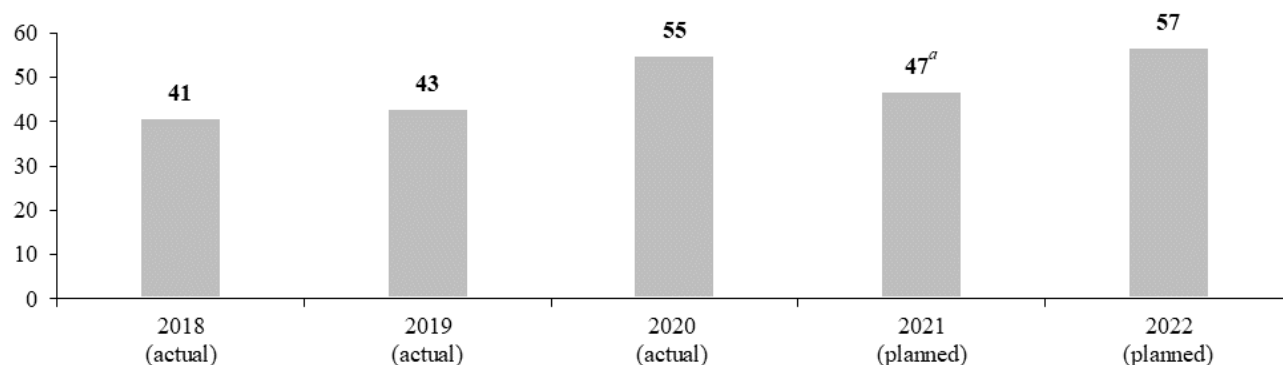
<sup>15</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 20)).

<sup>16</sup> The average trade facilitation implementation rate is calculated on the basis of selected measures from the United Nations Global Survey on Digital and Sustainable Trade Facilitation. Available at <https://untfsurvey.org>.

Figure 17.XVII

**Performance measure: average trade facilitation implementation rate of Central Asian States members of the Economic Commission for Europe**

(Percentage)



*Note:* The United Nations Global Survey on Digital and Sustainable Trade Facilitation is undertaken biennially. The data for 2018 are taken from the 2017–2018 survey, data for 2019 are estimated for the intermediate result and data for 2020 have been taken from the 2019–2020 survey. Actual data for 2021 will be taken from the 2021 survey, given that the survey is expected to be completed by the time of reporting for 2021.

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: improved traceability in the garment sector<sup>17</sup>****Programme performance in 2020**

17.170 The rise in consumer awareness of issues of environmental sustainability has increased the need for easy-to-understand consumer labelling and improvements in the traceability of origin and environmental compliance of garments production. To improve transparency, traceability and reduce the complexity of language on labelling, which has been a constraint to informed consumer choices, from 2018 to 2020, the subprogramme developed a sectoral framework for the traceability and transparency of sustainable and circular value chains in the garment and footwear industry on the basis of global standards. This includes a policy recommendation, implementation guidelines, a call to action and a technical standard for enhancing transparency and traceability for sustainable and circular garment and footwear value chains. To develop this framework and support its uptake and implementation, the subprogramme has mobilized a multi-stakeholder network of experts representing governments, the private sector, international organizations, civil society and think tanks (more than 170 experts, including from associations representing more than 190,000 businesses globally).

17.171 The above-mentioned work contributed to piloting the transparency and traceability framework for sustainable and circular value chains in the cotton sector in five countries and in partnership with eight businesses, including brands, manufacturers and farmers, and involving innovative start-ups and technology solution providers, which met the planned target, reflected in the programme budget for 2021.

<sup>17</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

### Proposed programme plan for 2022

17.172 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will build on the lessons of implementing the framework in member States and adapt it further, including the development and adoption of a principles-based approach, to enlarge its applicability to include transition economies in the ECE region. The expected progress is presented in the performance measure below (see table 17.12). The expected outcome of this work is increased demand for sustainable garment products and enhanced visibility on due diligence, responsible business conduct and sustainability performance in the garment value chains for producers in the implementing countries.

Table 17.12  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
European Union, International Labour Organization, International Trade Centre and ECE agreed to develop transparency and traceability system for sustainable supply chains	Development of the transparency and traceability system by ECE/United Nations/United Nations Centre for Trade Facilitation and Electronic Business experts and partners	Piloting of the transparency and traceability system in 5 countries and in partnership with 8 businesses	Implementation of the transparency and traceability system by 3 countries	Implementation of the transparency and traceability system by 3 additional countries

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: enhanced digitalization of trade in the ECE member States

#### Proposed programme plan for 2022

17.173 Global trade has been hit hard because of the COVID-19 pandemic. Digitally enabled solutions to trade-related services have played an important role during the pandemic period, given that physical distancing is a key protective measure against virus infection. Building back better requires innovative solutions that support a sustainable and resilient recovery. A priority of the subprogramme is to facilitate trade through greater digitalization (i.e., simplification and dematerialization of trade processes, adoption of information and communications technology (ICT), adoption and harmonization of international standards and guidelines, and promotion of interoperable digital systems). The subprogramme has been developing trade facilitation recommendations and electronic business standards for many years through the intergovernmental body, United Nations Centre for Trade Facilitation and Electronic Business. To date, the United Nations Centre has produced more than 40 policy recommendations on trade facilitation, more than 400 electronic business standards, several training materials and other guidance materials, which are available freely to the global trading community. This normative work, along with policy guidance, technical assistance and capacity-building activities, are geared towards greater digitalization of trade. In response to the COVID-19 pandemic, the focus on digitalization will be further emphasized in the normative, technical assistance and

capacity-building activities of the subprogramme in order to support a sustainable and resilient recovery.

#### *Lessons learned and planned change*

17.174 The lesson for the subprogramme was the growing need to ensure synergies among the cross-cutting themes, given the diversity of the topics addressed by the subprogramme. In applying the lesson, the subprogramme will integrate the cross-cutting themes such as digitalization, circularity, and sustainable and resilient recovery from the COVID-19 pandemic in the 17 programme countries in the ECE region. For example, electronic traceability systems and digital trade-related regulatory services could make the trading environment more sustainable and resilient. Lastly, the subprogramme will enhance engagement with the 17 programme countries through technical assistance and capacity-building activities.

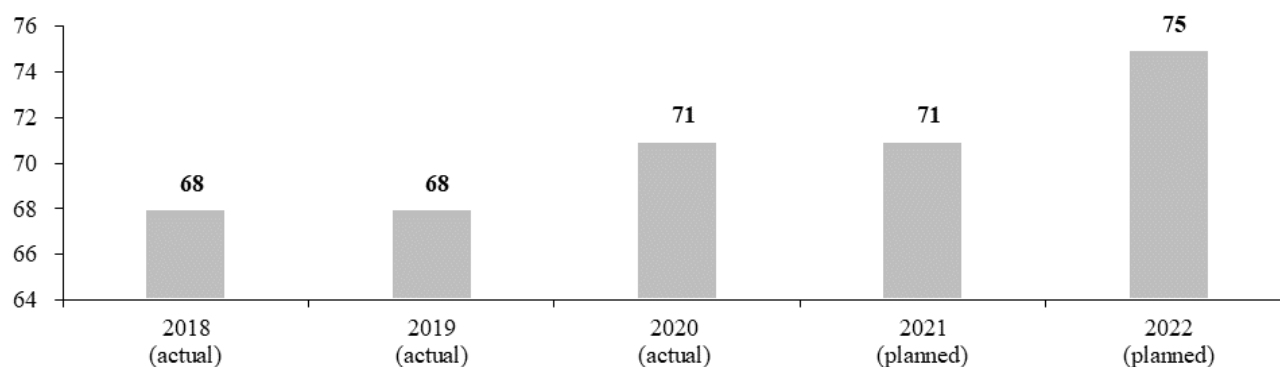
#### *Expected progress towards the attainment of the objective, and performance measure*

17.175 This work is expected to contribute to the objective, as demonstrated by an increase in the average implementation rate of digital trade facilitation measures<sup>18</sup> in the ECE member States (see figure 17.XVIII).

Figure 17.XVIII

#### **Performance measure: average implementation rate of digital trade facilitation measures of Economic Commission for Europe member States**

(Percentage)



#### **Legislative mandates**

17.176 The list below provides all mandates entrusted to the subprogramme.

##### *General Assembly resolutions*

69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development
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<sup>18</sup> The data shown in figure 17.XVIII have been extracted from the “Paperless trade” category of trade facilitation measures covered in the United Nations Global Survey on Digital and Sustainable Trade Facilitation, which is undertaken biennially jointly by the five United Nations regional commissions. The subprogramme will conduct the next Global Survey in 2021 and plans to include an additional component on the impact and best practices on trade facilitation due to COVID-19.

70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries	71/242	Industrial development cooperation
71/239	Follow-up to the second United Nations Conference on Landlocked Developing Countries	73/253	Agriculture development, food security and nutrition

*Economic and Social Council resolution*

1991/76	Promotion of interregional cooperation in the area of international trade facilitation
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*Economic and Social Council decision*

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"
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## Deliverables

17.177 Table 17.13 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 17.13

**Subprogramme 6: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>110</b>	<b>103</b>	<b>110</b>	<b>110</b>
1. Documentation for the Steering Committee on Trade Capacity and Standards	13	7	13	13
2. Documentation for the Working Party on Regulatory Cooperation and Standardization Policies	13	11	13	13
3. Documentation for the Working Party on Agricultural Quality Standards	60	60	60	60
4. Documentation for the United Nations Centre for Trade Facilitation and Electronic Business	24	25	24	24
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>91</b>	<b>80</b>	<b>91</b>	<b>91</b>
5. Meetings of the Steering Committee on Trade Capacity and Standards and its Bureau	7	4	7	7
6. Meetings of the Working Party on Regulatory Cooperation and Standardization Policies	5	3	5	5
7. Meetings of the Working Party on Agricultural Quality Standards and its specialized sections	26	20	26	26
8. Meetings of the United Nations Centre for Trade Facilitation and Electronic Business	53	53	53	53
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>
9. Projects on enhancing usage and uptake of standards for sustainable development, gender equality and the empowerment of women and girls	—	1	—	—
10. Projects on trade facilitation	3	3	3	3
11. Project on food loss and agriculture	1	1	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops, and training events</b> (number of days)	<b>18</b>	<b>15</b>	<b>18</b>	<b>18</b>
12. Seminars for standardization and inspection agencies and other stakeholders in transition economies and developing countries in the ECE region or beyond on ECE agricultural quality standards	6	3	6	6
13. Seminars for policymakers and experts in transition economies and developing countries in the ECE region or beyond on support for the implementation of trade-related standards, recommendations and guidelines	9	9	9	9
14. Workshops for policymakers and experts in low- and middle-income countries in the ECE region on trade procedures, supply chain management, conformity assessment and market surveillance, and women's entrepreneurship	3	3	3	3
<b>Publications</b> (number of publications)	<b>7</b>	<b>7</b>	<b>10</b>	<b>10</b>
15. Publication on the summary of ECE trade facilitation best practice and recommendations	1	1	1	1
16. Publications on the guides on trade standards in the following areas: traceability and risk management; e-business; education; and sustainable development	2	2	1	1
17. Publications on the trade facilitation recommendations, standards and strategies to support policymakers	2	2	5	5
18. Publication on agricultural trade and supply chains	1	—	1	1
19. Publication on the regulatory and procedural barriers to trade in a country to be decided	1	—	1	1
20. Publication on risk-based inspections and disaster and sustainable development	—	—	1	1
21. Publication on sustainable mobility and smart connectivity (ECE nexuses publication)	—	1	—	—
22. Publication on recommendation No. 5 (Abbreviations of INCOTERMS)	—	1	—	—
<b>Technical materials</b> (number of materials)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
23. Standards and guidelines on agricultural quality	4	4	4	4
24. Training material on trade facilitation and electronic business	1	1	1	1
25. Material on trade standards	2	2	2	2
26. Guidelines on cross-border trade	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice, and advocacy:</b> advisory services to government officials and other stakeholders in at least 10 ECE member States on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade.				
<b>Fact-finding, monitoring and investigating missions:</b> fact-finding missions in 3 ECE member States on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> booklets, fact sheets and information brochures reaching at least 17 ECE programme countries and more than 1000 public and private sector experts.				
<b>External and media relations:</b> press releases for the subprogramme for regional access, publication launching events and articles in external newsletters.				
<b>Digital platforms and multimedia content:</b> update and maintenance of the website and databases, which is provided to approximately 500,000 users with access to, for example, web pages and databases.				

## **Subprogramme 7**

### **Forests and the forest industry**

#### **Objective**

17.178 The objective, to which this subprogramme contributes, is to strengthen the sustainable management of forests and enhance the contribution of forests and forest products to sustainable development in the ECE region.

#### **Strategy**

17.179 The strategy of the subprogramme is based on the implementation of the core interlinked functions, namely, analytical and normative work, international policy dialogue, capacity-building and communication. Through its work, the subprogramme will contribute to the ECE nexus area on the sustainable use of natural resources. As part of its implementation strategy, the subprogramme will carry out its work in partnership with FAO and other relevant organizations and processes (e.g., International Union for Conservation of Nature, World Agroforestry Centre and Forest Europe).

17.180 To contribute to the objective, the subprogramme will continue to assist and promote cooperation with member States, regional entities and other partners for sustainable forest management, forest landscape restoration and the sustainable use of forest products. The subprogramme also plans to collect, validate and disseminate information and results of research and analysis related to sustainable forest management and the sustainable production and consumption of wood products. The subprogramme will further facilitate the exchange of national experiences and best practices and monitor progress on achieving sustainable forest management using key forest sector indicators, which will help member States to make progress towards achieving the Sustainable Development Goals, notably Goals 12 (responsible consumption and production) and 15 (life on land), as well as in implementing the United Nations strategic plan for forests 2017–2030 (General Assembly resolution [71/285](#)).

17.181 The subprogramme plans to support member States on issues related to COVID-19 by providing information in presentations and panel discussions during sessions of its Committee and Working Party, publications such as the outlook study and subregional studies, and webinars on how the forest sector is and will be affected by the global pandemic and how it can contribute to building back better economies and more resilient communities.

17.182 The above-mentioned work is expected to result in:

- (a) Healthy forest ecosystems in the ECE region that are sustainably managed and provide important ecosystem goods and services to benefit society;
- (b) An increased and efficient use of sustainable forest products that contribute to a sustainable and circular economy and replace less sustainable alternatives such as fossil-fuel based products.

17.183 The planned support on issues related to COVID-19 is expected to result in the enhanced ability of stakeholders to take well-informed decisions on how forests can play a key role in building back better during and after the COVID-19 pandemic.

## Programme performance in 2020

17.184 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Promoting sustainable jobs in the forest sector

17.185 In the past decades, forest sector employment has fallen, primarily because of higher labour productivity. In addition, the recession, caused by the financial crisis of 2008, increased unemployment and economic hardship in forest-dependent communities and regions. The subprogramme has analysed the current state of the forest sector workforce in the ECE region, such as working conditions, occupational safety and health, and the economic and social contexts that have led to structural changes in the sector. Together with a group of experts, the subprogramme identified new fields of activity that will contribute to rural development and help to retain jobs in small- and medium-sized enterprises in the forest sector. These job opportunities can also create new employment for professional groups that may incur job losses in the process of the transition to a sustainable economy and support the integration into the labour market of vulnerable and underrepresented groups, such as young people and women.

17.186 From 2018 to 2020, the subprogramme also analysed major transformation drivers of sustainable jobs in the forest sector development and mapped existing and emerging sustainable jobs, skill requirements and education needs for forest professionals in the ECE region. In addition, the subprogramme prepared guidelines for the promotion of sustainable jobs in forestry and organized several knowledge-sharing activities. Utilizing the framework for classifying sustainable forest jobs and the information gained from stakeholder consultations, the subprogramme produced three publications on sustainable jobs in the forest sector.

#### *Progress towards the attainment of the objective, and performance measure*

17.187 The above-mentioned work contributed to the objective, as demonstrated by Member States having access to three publications that enhance awareness and knowledge of relevant stakeholders, in particular policymakers, of how to attract more young people and women to the forest work, how to navigate occupational hazards in the sector and how to ensure education for new skill requirements in the twenty-first century (see table 17.14).

Table 17.14  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Improved knowledge and capacities of policymakers in classifying green forest jobs.	Improved understanding by policymakers of the challenges for green forest jobs and which opportunities they may offer to ECE member States.	Member States have access to three publications that enhance awareness and knowledge of how to attract more young people and women to forestry work, how to navigate occupational hazards and how to ensure education for new skill requirements in the twenty-first century.



### **Impact of COVID-19 on subprogramme delivery**

17.188 Owing to the impact of COVID-19 during 2020, the subprogramme had to adjust the dates of several Team of Specialists meetings and delivered those meetings in a virtual format. The seventy-eighth session of the ECE Committee on Forests and the Forest Industry was held in a virtual hybrid format with sessions (each a half-day) reduced from three to two hours. In addition, the forty-second session of the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management was postponed to 2021. In order to continue to deliver on the agreed road map on the revision of the subprogramme's integrated programme of work, the subprogramme held virtual, informal consultations with its delegates. Lastly, the ministerial round table on forest landscape restoration and the ECCA30/Bonn Challenge in Eastern and South-East Europe also had to be postponed to the first half of 2021. With respect to the latter, the subprogramme supported relevant countries in a new, alternative format with individual virtual consultations. The latter change had an impact on the programme performance in 2020, as specified under result 2 below.

### **Planned results for 2022**

17.189 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: are we there yet? Measuring sustainable forest management under Sustainable Development Goal 15<sup>19</sup>**

#### **Programme performance in 2020**

17.190 The subprogramme has, in cooperation with FAO and other regional partners, supported countries of Europe, the Caucasus and Central Asia in concluding their work on national reporting on forest-related indicators of the Sustainable Development Goals. In the period up to 2020, the subprogramme also, jointly with FAO and Forest Europe, provided support to countries of the pan-European region in the finalization of the reporting on forests and sustainable forest management, which contributed to increased capacities within member States to report data and information required for Goal 15. Furthermore, the subprogramme has undertaken extensive work on developing online tools to store and disseminate the collected data. These tools are all available and expected to be operational for the coming years.

17.191 The above-mentioned work contributed to 50 ECE member States reporting data on targets 15.1 and 15.2 of the Sustainable Development Goals, which exceeded the planned target of 46 countries reporting data, reflected in the proposed programme budget for 2020.

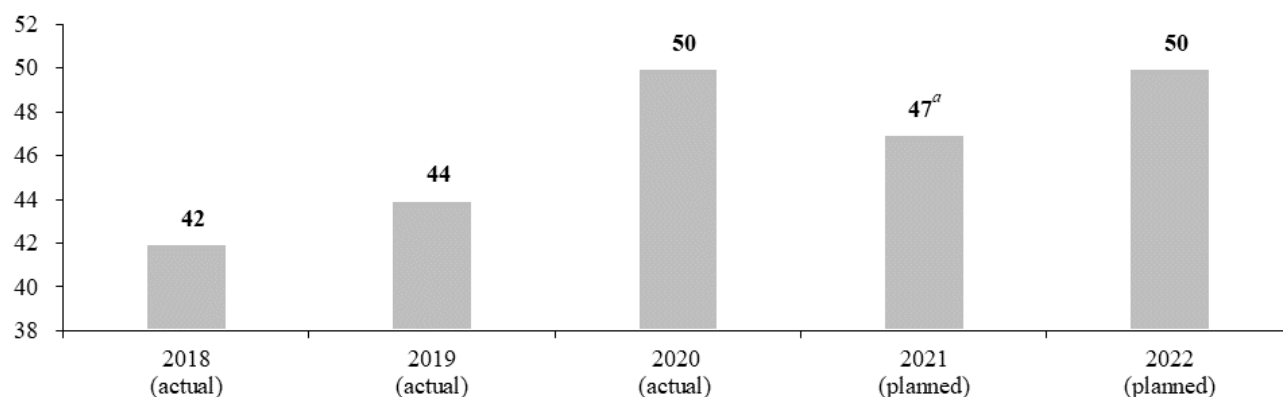
#### **Proposed programme plan for 2022**

17.192 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 aim at maintaining the high number of reporting countries and continue to work with partner organizations and countries towards improving the completeness and quality of reporting data. The expected progress is presented in the performance measure below (see figure 17.XIX).

<sup>19</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 20\)](#)).

Figure 17.XIX

**Performance measure: total number of Economic Commission for Europe member States that report data on targets 15.1 and 15.2 of the Sustainable Development Goals (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: strengthening capacity and political commitment for ecosystem restoration in Eastern and South-Eastern Europe<sup>20</sup>**

### **Programme performance in 2020**

17.193 The subprogramme has organized two virtual meetings to brief countries on the Bonn Challenge pledging (i.e., committing to the restoration of degraded and deforested landscapes) and organizational issues, and to provide an overview of financing opportunities to support countries in the implementation of forest landscape restoration pledges. In addition, the subprogramme prepared briefings for national focal points of 14 countries of Eastern and South-East Europe, followed by individual, informal video calls with the relevant country representatives.

17.194 The above-mentioned work contributed to 3 million ha committed under the Bonn Challenge, which did not meet the target of 7 million ha, reflected in the programme budget for 2021. Countries had planned to announce their official pledges at the ministerial round table on forest landscape restoration and the ECCA30/Bonn Challenge in Eastern and South-East Europe, which was postponed to 2021 owing to travel restrictions in relation to the COVID-19 pandemic.

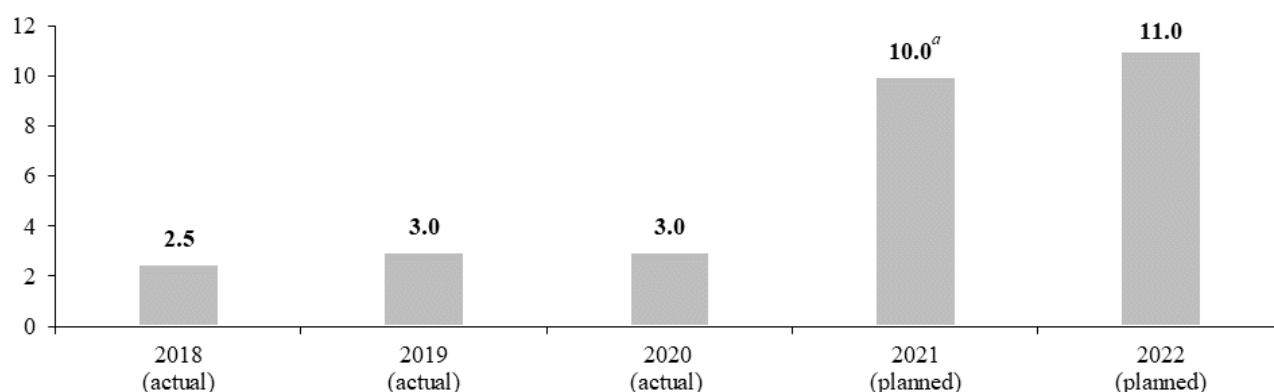
### **Proposed programme plan for 2022**

17.195 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 expand geographic coverage and work with additional countries in Europe, the Caucasus and Central Asia. It will also provide policy advice and capacity-building to enable further forest landscape restoration. The expected progress is presented in the performance measure below (see figure 17.XX).

<sup>20</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Figure 17.XX  
**Performance measure: commitments to ECCA30**

(Millions of hectares)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increased access to forest product information to support evidence-led policymaking for the sustainable production and consumption of forest products**

#### **Proposed programme plan for 2022**

17.196 Sustainably produced wood is a global commodity and widely used for a number of important key products. ECE member States account for some 40 per cent of global forest resources and more than 60 per cent of wood harvested globally for the manufacturing of wood products (excluding wood energy). Sustainably produced wood has the potential to substitute products manufactured from fossil and finite raw materials such as concrete, steel and petroleum-based products. The subprogramme contributes to achieving its objective by annually collecting data from member States on their production, trade and consumption of wood and wood-based products. The subprogramme further assesses the main drivers behind the market trends (e.g., impact of policies, economic drivers or biotic and abiotic disturbances of forests) and discusses possible further developments by consulting with policy, trade and industry experts and ministries in member States and by conducting desktop studies.

#### *Lessons learned and planned change*

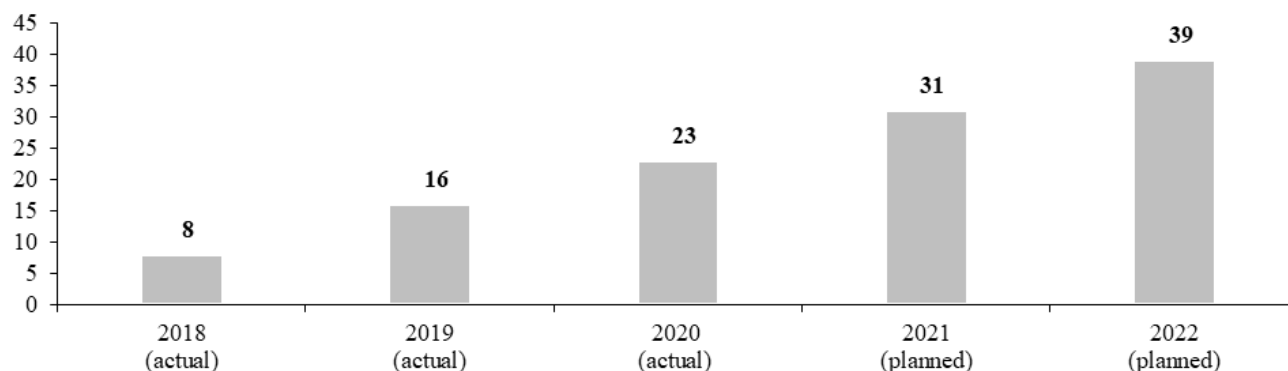
17.197 The lesson for the subprogramme was that the current assessment of information on forest products does not include all forest products and the full life cycle of wood-based products. The subprogramme was therefore not in a position to provide member States with a full assessment of the extent to which the forest-based industries contribute to the achievement of Sustainable Development Goal 12 by member States. In applying the lesson, the subprogramme will supplement the annually collected information to also cover additional products and flows, such as post-consumer wood, paper, paperboard and wooden packaging, wood energy or engineered wood products. With this enhanced methodology, the subprogramme will be in a better position to provide ECE member States with more precise assessments of the role of the forest and forest products sector in terms of employment, volumes of wood harvested and traded, impacts on the sustainable management of the forest resources and how forest products can further improve the sector's role in contribution to achieving Goal 12.

*Expected progress towards the attainment of the objective, and performance measure*

17.198 This work is expected to contribute to the objective, as demonstrated by a steadily increased number of wood-based commodities that are assessed with regard to their production, trade and consumption (see figure 17.XXI). Progress towards the objective is exemplified by wood pellets that are produced from residues of the sawn wood production and are used for energy generation. Wood pellet production increased from 15 million tonnes in 2010 to more than 40 million tonnes in 2020. Another example is the use of cross-laminated timber, an innovative solid wood board for construction, which grew from an experimental product to a globally traded product in the past 10 years. In both cases, the assessment prepared by the subprogramme was the first to provide freely accessible and fact-based information and recommendations for member States, thereby contributing significantly to the development of these innovative products, which minimize wood waste and are substitutes for energy-intensive, finite materials.

Figure 17.XXI

**Performance measure: total number of wood-based commodities assessments available to member States with specific information regarding their production, trade and consumption (cumulative)**

**Legislative mandates**

17.199 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

62/98	Non-legally binding instrument on all types of forests	75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
67/200	International Day of Forests		
71/285	United Nations strategic plan for forests 2017–2030	75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
71/286	United Nations forest instrument		
73/284	United Nations Decade on Ecosystem Restoration (2021–2030)		

*Economic and Social Council resolutions*

2015/33	International arrangement on forests beyond 2015	2020/14	Outcome of the fifteenth session of the United Nations 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		

## Deliverables

17.200 Table 17.15 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.15

### Subprogramme 7: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>18</b>	<b>15</b>	<b>24</b>	<b>16</b>
1. Documentation for the Committee on Forests and the Forest Industry/European Forestry Commission	12	10	18	10
2. Documentation for the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management	6	5	6	6
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>26</b>	<b>20</b>	<b>32</b>	<b>22</b>
3. Meetings of the Committee on Forests and the Forest Industry/European Forestry Commission	8	6	16	6
4. Meetings of the Bureau of the Committee on Forests and the Forest Industry	4	3	2	2
5. Meetings of the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management and of Teams of Specialists	14	11	14	14
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>18</b>	<b>15</b>	<b>15</b>
6. Capacity-building events for policymakers, experts and relevant stakeholders from countries in the ECE region on topics related to the ECE/FAO integrated programme	10	18	15	15
<b>Publications</b> (number of publications)	<b>7</b>	<b>11</b>	<b>7</b>	<b>7</b>
7. <i>Forest Products Annual Market Review</i>	1	1	1	1
8. Publication on sustainable forest management and forest products	6	10	6	6
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> forest policy dialogues at the request of countries and support for forest policy issues, for up to 3 member States.				
<b>Databases and substantive digital materials:</b> update and maintenance of ECE region databases on forest resources; forest policies and institutions; forest products; production, consumption and trade, including prices; and wood energy for global access.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> organizations of activities and events celebrating the International Day of Forests; brochures and information material on different forest-related topics; presentations at round tables and discussions at international forest-related events.				
<b>External and media relations:</b> press releases for the subprogramme; compilation and dissemination of the Forest Information Billboard newsletter providing relevant news from the forest sector in one place to approximately 4,000 subscribers.				
<b>Digital platforms and multimedia content:</b> update and maintenance of the website of the subprogramme; videos on forest-related topics.				

## **Subprogramme 8**

### **Housing, land management and population**

#### **Objective**

17.201 The objective, to which this subprogramme contributes, is to strengthen member State-owned programmes and policies promoting decent, adequate, affordable, energy-efficient and healthy housing for all, smart sustainable cities, sustainable urban development and land management, and to advance evidence-based population and social cohesion policies.

#### **Strategy**

17.202 The subprogramme comprises two components: (a) housing and land management; and (b) population.

17.203 The strategy of the subprogramme is based on the implementation of the core interlinked functions, namely, international policy dialogue, normative work and capacity-building and the sharing of best practices and lessons learned in all areas of the subprogramme's work. Through its work, the subprogramme will contribute to the four ECE nexuses, as reflected in paragraph 17.5.

17.204 To contribute to the objective, the housing and land management component of the subprogramme will continue to support member States, including national, regional and local governments and other key stakeholders, in the review of progress in achieving the Sustainable Development Goals, including the implementation of measures to accelerate the achievement of the Goals, and in exchanging experiences and best practices in these areas. The subprogramme will also support local governments in the assessment of the achievement of the Goals at the local level through the application of the ECE/International Telecommunication Union (ITU) key performance indicators on smart sustainable cities. The subprogramme will provide technical assistance and disseminate best practices on the achievement of the housing, city and land-related Goals, especially Goal 11, and, to a lesser extent, Goals 3, 5, 7, 9 and 12. This will be done through the development of country profiles on urban development, housing and land management, profiles of smart sustainable cities, pilot projects on innovative financial mechanisms for smart sustainable cities and thematic studies on affordable decent housing for all, sustainable urban development and land management, including informal settlements. Furthermore, it will support governments in the development of their national and local evidence-based urban, housing policies and land administration. It will also organize a forum of mayors to discuss the challenges that local authorities/governments face in achieving sustainable urban development. Due consideration will be given to the integration of climate change measures into urban policies, strategies and planning. Furthermore, the subprogramme will facilitate the maintenance, management and refurbishment of existing housing stock in ECE member States.

17.205 To contribute to the objective, the population component of the subprogramme will continue to facilitate cooperation between member States, regional agencies and other partners. It will support the review and follow-up activities to assess progress in implementing the ECE regional strategy for the Madrid International Plan of Action on Ageing, 2002, at the national and regional levels. The strategy was adopted by ECE member States at the ECE Ministerial Conference on Ageing held in Berlin on 11 September 2002 as a follow-up to the Second World Assembly on Ageing. In an effort to have ageing mainstreamed into all policy fields, the strategy outlines commitments in 10 priority areas. The subprogramme will provide a platform for

intergovernmental policy debate on matters related to mainstreaming ageing and will facilitate communication with a wider network of experts and NGOs. It will support evidence-based policymaking and monitoring of the implementation of the strategy by coordinating data collection on active ageing indicators and policy-oriented research on ageing and intergenerational and gender relations. The subprogramme will also support the development of national capacities for policy formulation through its policy seminars/master classes and policy briefs that focus on specific policy challenges and possible policy solutions, showcasing good practices from across the region.

17.206 The housing and land management component of the subprogramme plans to support member States on issues related to COVID-19 by strengthening capacity to design, implement and monitor urban economic resilience and recovery and rebuilding plans, including on innovative financing instruments and informal settlements to build back better and promote sustainable smart cities.

17.207 The population component of the subprogramme plans to support member States on issues related to COVID-19 by assessing lessons learned and strengthening capacity to enhance preparedness and emergency response to mitigate the risks for older persons and uphold their rights and dignity during and beyond the pandemic. A special provision included in the ECE guidelines for national reporting on the fourth review and appraisal of the Madrid International Plan of Action on Ageing will provide a basis for summarizing the lessons learned from COVID-19 and sharing successful policy responses in a 2022 synthesis report on Plan of Action/Regional Implementation Strategy implementation.

17.208 The above-mentioned work in the area of housing and land management is expected to result in:

- (a) Improved national and local policies for housing affordability and accessibility for all, energy efficiency and climate neutrality of buildings;
- (b) Increased support for local governments in the development of sustainable real estate markets and smart sustainable cities that integrate the concepts of the 2030 Agenda and the Geneva Charter on Sustainable Housing;
- (c) Improved understanding by city authorities of priorities for socioeconomic development and the development of smart sustainable cities based on the ECE/ITU key performance indicators for smart sustainable cities standard;
- (d) More efficient and resilient land administration systems.

17.209 The above-mentioned work in the thematic area of population is expected to result in:

- (a) An improvement in the design and implementation of integrated policies for active and healthy ageing;
- (b) Policy approaches that advance the rights and dignity of older persons and their contribution to a sustainable and inclusive society for all ages.

17.210 The planned support on issues related to COVID-19 is expected to result in:

- (a) More effective local urban development and housing policies and economic recovery plans that address the consequences of the COVID-19 pandemic, in particular for the most vulnerable groups of population living in informal settlements;
- (b) More prominent consideration of older persons in the mechanisms and operations of national and regional emergency responses such as COVID-19.

## Programme performance in 2020

17.211 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### First Forum of Mayors 2020: giving cities a voice at the international level

17.212 While the 2030 Agenda and its 17 Sustainable Development Goals are global in scope and ambition, implementation to achieve the targets of the Goals takes place locally. Cities and local governments are at the forefront of taking action to respond to multiple challenges at the same time such as climate change, the COVID-19 pandemic, environmental degradation, social inequality, and the lack of adequate and affordable housing. The framework for the Goals recognizes the importance of cities and local authorities by dedicating one Goal to sustainable urban development. However, successful achievement of all 17 Goals relies heavily on local action and ambition. The implementation of the 2030 Agenda will be more effective by also giving a voice to cities and including local stakeholders.

17.213 The housing and land management component acknowledged that fact and worked towards establishing a platform that gives mayors a voice at the regional level and to share their experiences, solutions and lessons learned at the international level. Following the spread of COVID-19, the overall theme of the Forum of Mayors 2020 was adapted to “City action for a resilient future: strengthening local government preparedness and response to emergencies and the impact of disasters and climate change” and the format was changed to allow for virtual participation. The event was held at the Palais des Nations in Geneva on 6 October 2020 and done virtually with interpretation. It was webcast live on United Nations Web TV. The Forum brought together virtually and in-person 40 mayors and deputy mayors from the 36 countries in the ECE region. More than 1,000 people participated in the Forum in-person and remotely from more than 65 countries. Mayors exchanged innovative ideas and efforts to address the COVID-19 emergency and, simultaneously, combat climate change and move towards achieving the Sustainable Development Goals. They highlighted the need for enhanced cooperation across all levels of government to implement the 2030 Agenda. The Forum created media interest, which included 33 media articles published to date, in 9 languages, reaching an estimated 12.5 million readers. It captured some 150 mentions on social media, reaching more than 480,000 people.

### *Progress towards the attainment of the objective, and performance measure*

17.214 The above-mentioned work contributed to the objective, as demonstrated by the adoption of a declaration at the Forum of Mayors providing a blueprint for concrete steps that local authorities would take in the coming months and years to realize their cities’ potential for greater sustainability (see table 17.16).

Table 17.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
The Regional Forum for Sustainable Development for the ECE Region agreed on the need for stronger engagement of cities and local authorities in achieving the Sustainable Development Goals.	World Cities Day takes place with mayors and deputy mayors on the theme of sustainable cities.	Declaration adopted at the Forum of Mayors, which provides a blueprint for concrete steps that local authorities will take in the coming months and years to realize their cities’ potential for greater sustainability.



### **Impact of COVID-19 on subprogramme delivery**

17.215 Owing to the impact of COVID-19 during 2020, for the subprogramme component on housing and land management, several in-person training sessions and side events were postponed or cancelled. As a result, there was no possibility for in-depth discussion of all the programmatic items, and some of the decisions of the intergovernmental bodies had to be postponed to 2021. Other meetings and events were modified to allow for virtual participation. However, there were challenges related to the lack of access to a reliable Internet connection by some participants and to reduced or unavailable interpretation services during the meetings. The change in meeting format to allow virtual participation also reduced the overall time for the meetings. Therefore, there was less or no time to discuss national implementation of housing policies.

17.216 At the same time, however, the subprogramme component on housing and land management identified additional and modified activities to support member States on issues related to COVID-19, within the overall scope of its objectives, namely, several additional webinars and virtual meetings, which were organized on topics of economic recovery from COVID-19 at the city level. The new and modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

17.217 In parallel, the subprogramme component on population identified new and modified existing activities to support member States on COVID-19 related issues, within the overall scope of its objectives, namely, the following: (a) after a virtual consultation with member States in April (33 country responses), the subprogramme component decided to dedicate the 2020 policy seminar entitled “Older persons in emergency situations: lessons learned from the COVID-19 pandemic”; and (b) in cooperation with the United Nations Population Fund and the World Health Organization, it initiated a pilot rapid assessment of the impact of COVID-19 on the long-term care of older persons in Kazakhstan.

### **Planned results for 2022**

17.218 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: regional observatory on urban-related Sustainable Development Goals<sup>21</sup>**

##### **Programme performance in 2020**

17.219 The subprogramme actively supported the exchange of experiences and building the capacities of national and local governments on the formulation and implementation of evidence-based housing and urban development policies. Following the launch of the guidelines on evidence-based policies and decision-making for sustainable housing and urban development at the eightieth session of the Committee on Urban Development, Housing and Land Management, in October 2019, implementation of the guidelines began through the organization of national capacity-building workshops. In 2020, the subprogramme prepared a smart sustainable city profile for the cities of Grodno, Belarus, Nur-Sultan, Kazakhstan, and Rana and Trondheim, Norway, to promote evidence-based housing and urban development

<sup>21</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 20)).

policies at the city level. The subprogramme has also begun preparations to conduct a second country profile on housing and land management for Albania.

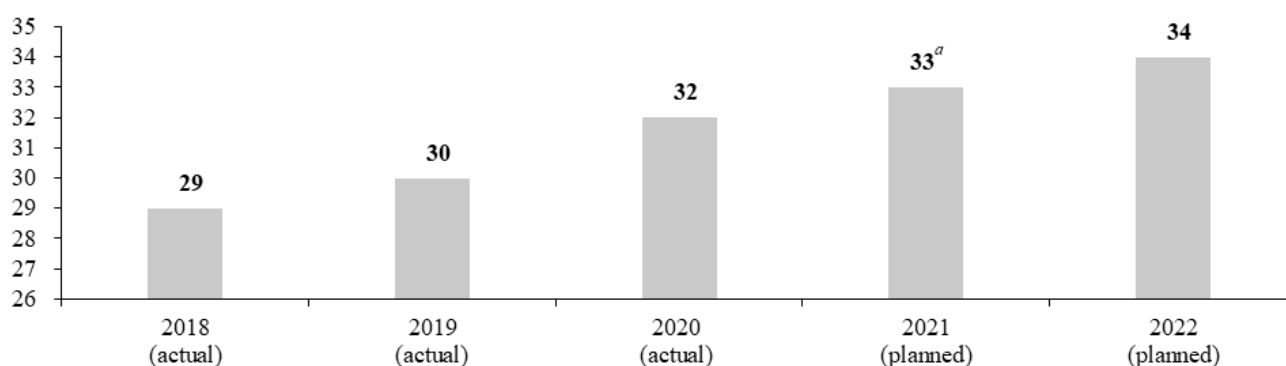
17.220 The above-mentioned work contributed to 32 ECE member States applying ECE guidelines on urban development, housing and land management at the national and local levels, which met the planned target, reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

17.221 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 governments in strengthening their capacity to develop evidence-based policies in support of the implementation of the 2030 Agenda by promoting the application of ECE guidelines on urban development, sustainable smart cities, and housing and land management through a virtual platform with e-learning materials, and regional and national capacity-building events, including training on sustainable real estate markets. The expected progress is presented in the performance measure below (see figure 17.XXII).

Figure 17.XXII

**Performance measure: total number of Economic Commission for Europe (ECE) member States that apply ECE guidelines on urban development, housing and land management at the national and local levels (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 2: countries launch new guidelines on how to mainstream ageing to achieve a society for all ages<sup>22</sup>**

#### **Programme performance in 2020**

17.222 The subprogramme has completed a stocktaking exercise on mainstreaming policies, tools and practice developed by ECE member States – 23 country notes were received – and facilitated the drafting process of the new guidelines on mainstreaming ageing under the leadership of the task force on ageing. In 2020, the subprogramme also led two-month-long consultations with the national focal points on ageing and experts in the field on the draft guidelines and supported the revision of the draft guidelines. (Constructive comments and suggestions received from 22 reviewers were taken into account to the extent possible.)

<sup>22</sup> As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

17.223 The above-mentioned work contributed to the review and adoption of guidelines on mainstreaming ageing by the ECE Standing Working Group on Ageing in order to benefit policymakers across the region, which met the planned target, reflected in the programme budget for 2021.

#### **Proposed programme plan for 2022**

17.224 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 training programme for policymakers, technical experts and other stakeholders that would support the application of the guidelines in their local context. The expected progress is presented in the performance measure below (see table 17.17).

Table 17.17

#### **Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Member States decide to develop guidelines and to establish a task force to lead this work	The task force commences its work on developing guidelines and pilots a stocktaking exercise on mainstreaming practices in several countries	Member States reviewed and adopted guidelines on mainstreaming ageing to benefit policymakers across the region	Member States are expected to launch the implementation of guidelines and support the development of a toolkit	The guidelines-based online training programme contributes to setting up strategic frameworks for mainstreaming ageing in a number of ECE countries

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: Madrid International Plan of Action on Ageing beyond 2022: reaching a consensus on the goals and actions for healthy and active ageing in a sustainable world**

#### **Proposed programme plan for 2022**

17.225 The Madrid International Plan of Action on Ageing adopted at the Second World Assembly on Ageing, in 2002, contained a request for a systematic review of its implementation as being essential for the Plan's success in improving the quality of life of older persons. The ECE Regional Implementation Strategy for the Plan of Action, adopted at the ECE Ministerial Conference on Ageing in Berlin, in 2002, reasserted that requirement. The first three 5-year cycles of review and appraisal of the Plan of Action/Regional Implementation Strategy implementation were concluded at ECE Ministerial Conferences in 2007 (León, Spain), 2012 (Vienna) and 2017 (Lisbon) and through the adoption of the relevant ministerial declarations. They involved participatory "bottom-up" elements – engaging civil society and older persons themselves – and generated knowledge for policymakers, supported action and promoted public awareness.

17.226 The fourth 5-year review and appraisal of the Plan of Action/Regional Implementation Strategy in the region will end in 2022. Following the reviews at the national level, the subprogramme will consolidate and analyse information, including gender perspectives, in the synthesis report and coordinate consultations among ECE member States on the next five-year goals and actions for healthy and active ageing

across the region. The fourth regional review and appraisal will culminate with the ECE Ministerial Conference on Ageing in 2022 and adoption of the corresponding ministerial declaration. The subprogramme will facilitate the preparation of a consensus draft declaration, which is expected to reflect on lessons learned from the COVID-19 pandemic and align with the 2030 Agenda and United Nations Decade on Healthy Ageing (2021–2030).

*Lessons learned and planned change*

17.227 The lesson for the subprogramme was that, since spring 2020, there was a growing demand to address the increasing vulnerability of older persons in emergency situations and to link the reporting on the fourth 5-year review and appraisal of the Madrid International Plan of Action on Ageing/Regional Implementation Strategy and efforts to mitigate the COVID-19 impact on older men and women. In applying the lesson, the subprogramme will embed the principles of upholding the fundamental rights and dignity of older persons and the lessons learned from COVID-19 for preparedness, relief and recovery of emergency situations as they relate to older persons.

*Expected progress towards the attainment of the objective, and performance measure*

17.228 The above-mentioned work is expected to contribute to the objective, as demonstrated by a 2022 Ministerial Conference on Ageing adopting by acclamation its outcome document, which outlines the goals and main actions for healthy and active ageing for the period 2023–2027 (see table 17.18).

Table 17.18

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Member States agreed on the work programme of the ECE Working Group on Ageing for 2018–2022 and the fourth review and appraisal of the Madrid International Plan of Action on Ageing/Regional Implementation Strategy. The programme envisages the preparation of the Plan of Action/Regional Implementation Strategy +20 report	Member States decided on a tentative timeline for the fourth review and appraisal of the Plan of Action/Regional Implementation Strategy. The ECE Standing Working Group on Ageing tasks its Bureau with the development of guidelines for national reports	The Bureau issues the guidelines for national reports and launches the fourth review and appraisal exercise in the region  A concept note for the 2022 Ministerial Conference on Ageing is discussed at the annual meeting of the Working Group	Member States hold national review and appraisal exercises and submit their national reports to the ECE secretariat  The Bureau prepares the first draft of the ministerial declaration for consultation with the member States	Member States hold intergovernmental consultations on a draft ministerial declaration to be submitted at the 2022 Ministerial Conference  The 2022 Ministerial Conference to adopt by acclamation its outcome document outlining the goals and main actions for healthy and active ageing in 2023–2027 that safeguard the dignity and rights of older persons

## Legislative mandates

17.229 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

65/234	Follow-up to the International Conference on Population and Development beyond 2014	72/144	Follow-up to the Second World Assembly on Ageing
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	72/226	Implementation of the outcome of the United Nations Conference on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	75/131	United Nations Decade of Healthy Ageing (2021–2030)
71/256	New Urban Agenda	75/152	Follow-up to the Second World Assembly on Ageing

### *Economic and Social Council resolutions*

2016/25	Future organization and methods of work of the Commission on Population and Development	2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002	2020/19	Change of name and revised terms of reference of the Working Group on Ageing of the Economic Commission for Europe
2020/7	Affordable housing and social protection systems for all to address homelessness		

### *Economic and Social Council decision*

2014/239	Report of the Commission on Population and Development on its forty-seventh session and provisional agenda for its forty-eighth session (Commission on Population and Development resolution 2014/1, Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)
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### *Economic Commission for Europe decisions*

ECE/AC.23/2002/2/Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002	B (66)	Endorsement of the Geneva Charter on Sustainable Housing
ECE/AC.30/2007/2	Report of the UNECE Ministerial Conference on Ageing: “A Society for All Ages: Challenges and Opportunities”	ECE/HBP/190	Report of the Committee on Housing and Land Management on its seventy-eighth session (Geneva Ministerial Declaration on Sustainable Housing and Urban Development)
ECE/AC.30/2012/3	2012 Vienna Ministerial declaration: “Ensuring a society for all ages: Promoting quality of life and active ageing”	ECE/AC.30/2017/2/Rev.1	Revised report of the Ministerial Conference on Ageing: “A Sustainable Society for All Ages: Realizing the Potential of Living Longer” (2017 Lisbon ministerial declaration)
ECE/HBP/173	Report of the Committee on Housing and Land Management on its seventy-fourth session, which adopted the Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014–2020 (ECE/HBP/2013/3)		

## Deliverables

17.230 Table 17.19 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 17.19

### Subprogramme 8: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>15</b>	<b>21</b>	<b>24</b>	<b>16</b>
1. Documentation for the Committee on Urban Development, Housing and Land Management	10	16	12	10
2. Documentation for the Working Party on Land Administration	–	–	7	–
3. Documentation for the Standing Working Group on Ageing	5	5	5	4
4. Documentation for the Ministerial Conference on Ageing	–	–	–	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>29</b>	<b>26</b>	<b>29</b>	<b>31</b>
5. Meetings of the Committee on Urban Development, Housing and Land Management and its Bureau	14	14	12	14
6. Meetings of the Working Party on Land Administration and its Bureau	8	5	10	6
7. Meetings of the Standing Working Group on Ageing	7	7	7	7
8. Ministerial Conference on Ageing	–	–	–	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>–</b>	<b>2</b>	<b>1</b>
7. Projects on country profiles on housing, land administration and spatial planning	2	–	1	1
8. Road map for mainstreaming ageing project for a specific country	–	–	1	–
<b>Seminars, workshops and training events</b> (number of days)	<b>5</b>	<b>8</b>	<b>6</b>	<b>5</b>
9. Workshops, seminars and training courses for policymakers and/or experts in the ECE region on housing and land administration (including real estate) and spatial planning	4	7	4	4
10. Workshops and policy seminars on population ageing issues for policymakers, experts, practitioners and other stakeholders in countries of the ECE region	1	1	2	1
<b>Publications</b> (number of publications)	<b>5</b>	<b>5</b>	<b>7</b>	<b>6</b>
11. Publications on housing and land management	2	1	3	4
12. Publications on population	3	3	4	2
13. <i>People-Smart Sustainable Cities</i> (ECE nexuses publication)	–	1	–	–
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>
14. Technical guidelines on housing and land management	1	1	2	1
15. Guidelines on mainstreaming ageing	–	–	1	–

### C. Substantive deliverables

**Consultation, advice and advocacy:** generations and gender programme – support for the council of partners; country microdata submission and researchers' access agreements; advisory services for policymakers in up to 4 member States, in preparation for and follow-up to the country profiles on housing, land administration and spatial planning; advisory services for government officials and other stakeholders, to develop national capacities in designing and implementing ageing-related policies and programmes.

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<p><b>Fact-finding, monitoring and investigation missions:</b> fact-finding missions for policymakers in preparation for and follow-up to the country profiles on housing, land administration and spatial planning; fact-finding missions for government officials and other stakeholders to develop national capacities in designing and implementing ageing-related policies and programmes.</p> <p><b>Databases and substantive digital materials:</b> update and maintenance of the active ageing indicators data set for regional access.</p>				
<b>D. Communication deliverables</b>				
<p><b>Outreach programmes, special events and information materials:</b> booklet/fact sheets of the Committee on Urban Development, Housing and Land Management and the Working Party on Land Administration; booklet of the Standing Working Group on Ageing and ageing-related side events for various stakeholders.</p> <p><b>External and media relations:</b> press releases related to housing, land management and population activities for regional access.</p> <p><b>Digital platforms and multimedia content:</b> update and maintenance of the websites related to housing, land management and population activities for global and regional access; Active Ageing Index wiki.</p>				

## **Programme 18**

### **Economic and social development in Latin America and the Caribbean**

#### **Overall orientation**

##### **Mandates and background**

18.1 The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for promoting the economic, social and environmentally sustainable development of the Latin American and Caribbean countries through international cooperation and by undertaking applied research and evidence-based comparative analysis of development processes and providing normative, operational capacity development, and technical cooperation and advisory services. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to, and coordinating action towards, the economic and social development of the region and reinforcing economic relationships among the countries of Latin America and the Caribbean, and with other regions of the world. In 1996, pursuant to its resolution 553 (XXVI), the Commission decided, *inter alia*, that it was to collaborate with member States in the comprehensive analysis of development processes geared towards the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination. Commission support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme for technical cooperation and Development Account projects.

##### **Strategy and external factors for 2022**

18.2 Latin America and the Caribbean is the developing region that has been hit the hardest by the coronavirus disease (COVID-19) pandemic against a particularly complex backdrop. In 2020, after six years of low average growth rates, albeit with uneven performances among countries, the region's per capita the gross domestic product (GDP) contracted by 7.1 per cent, as poverty and unemployment rates increased significantly as a result of the pandemic. This crisis has exposed the structural problems of the prevailing economic model and the failings of weak and fragmented social protection systems and welfare schemes. Hence, a "new normal" is not the way forward. The development model must be rethought and the economic, social and environmental dimensions of sustainable development must be consolidated so as to leave no one behind.

18.3 In that context, ECLAC proposes an innovative framework, a big push for sustainability aimed at inducing profound and transformative changes in production and consumption patterns. The basis for those changes are investments conducive to a green economy in a context of sustainable development and business opportunities that are economically, socially, and environmentally sustainable. Special emphasis will be placed on issues related to inclusiveness, sustainability and smart cities with a view to fully harnessing the benefits of the fourth industrial revolution and building forward better with more resilient cities, communities and societies. That approach, while giving due consideration to the interconnection with the rural dimension, has



very special significance in a region with an urbanization index of over 80 per cent of the population.

18.4 For 2022, the Commission's planned deliverables and activities reflect known and anticipated challenges related to the COVID-19 pandemic that are being faced by member States. Such planned deliverables and activities include convening high-level meetings, taking advocacy actions, undertaking research, analysis, training and capacity-building activities, convening seminars and workshops, and providing technical assistance and advisory services. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 1, 3, 4, 6, 9, 10 and 12.

18.5 The systematic work done by ECLAC during the past decade on equality issues in the Latin American and Caribbean development context enabled the Commission, very early on, to align its programme of work with the new and emerging needs and demands of member States in relation to the 2030 Agenda and the Sustainable Development Goals. Adaptation of the Commission's programme of work to that new reality has become a permanent feature of the Commission's engagement with its constituency. With regard to cooperation with other entities at the global, regional and national levels, the Commission will work closely with the Governments of the region and other stakeholders (such as the business community, academics and universities, and civil society) to reinforce linkages between national experiences and regional perspectives, foster data comparability and exchange of good practices, and provide effective technical cooperation services for transboundary issues within its purview. It will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous follow-up and review of progress towards the Sustainable Development Goals and the implementation of the 2030 Agenda. Operational services in the areas of specialized information, technical cooperation and training will strengthen cooperation, networking and sharing of good practices at the subregional, regional and interregional levels, including South-South cooperation.

18.6 The Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, known as the Escazú Agreement, was the first environmental treaty in the region. It was adopted at Escazú, Costa Rica, on 4 March 2018, after two years of preparatory meetings (2012–2014) and nine meetings of the negotiating committee, which had been established in 2014 with significant participation by the public. Throughout this process, ECLAC led and facilitated the organization of meetings, undertook and published extensive applied research that served as a baseline for the regional negotiations, conducted studies to assess the situation of the Caribbean small island developing States, and engaged in technical cooperation with and developed national capacity for Governments, civil society and other stakeholders on issues related to environmental governance and the application of Principle 10 of the Rio Declaration on Environment and Development at the national, subregional and regional levels.

18.7 The Escazú Agreement was opened for signing by the countries of the region in New York in September 2018. By February 2021, instruments of ratification had already been deposited by 12 countries and the Agreement was set to enter into force on 22 April 2021. The Commission, as the technical secretariat of the Agreement, is required to convene the first conference of the parties in 2022 and to provide support to the Committee to Support Implementation and Compliance, as well as to carry out tasks directly related to its role as technical secretariat.

18.8 With regard to inter-agency coordination and liaison, ECLAC will continue to offer its value proposition to member States by combining its three main functions: the think tank and thought leadership role in performing analytical, normative and

knowledge management work; the convening power through its intergovernmental platforms and subsidiary bodies; and the operational role by providing technical cooperation, advisory and capacity development services and peer learning, anchored in data and rigorous evidence-based analysis and understanding of the realities of the region. The Commission will continue to foster a multisectoral and integrated approach to development, and give a voice to countries in special situations, including the single least developed country in the region, the landlocked developing countries, the small island developing States of the Caribbean and the middle-income countries, which make up the majority of the region. The Commission will continue to give integrated and comprehensive follow-up to global summits from a regional perspective, coordinating the region's approach to the implementation of the 2030 Agenda. In that regard, the Commission will convene, in 2022, the fifth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which will report directly to the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council.

18.9 With regard to cooperation with other entities at the global, regional, national and local levels, ECLAC will continue to collaborate with the Bretton Woods institutions, in particular the International Monetary Fund and the World Bank, and with other inter-American and Ibero-American organizations, such as the Organization of American States, the Inter-American Development Bank, the Ibero-American Secretariat and the Development Bank of Latin America. Furthermore, ECLAC will reinforce its close cooperation with all regional mechanisms, including the Community of Latin American and Caribbean States, the Caribbean Community, the Latin American Integration Association, the Southern Common Market, the Central American Integration System, the Pacific Alliance and the Bolivarian Alliance for the Peoples of Our America. In addition, ECLAC will strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the 2030 Agenda, which is ultimately driven by member States. The Commission will continue its active participation to foster substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

18.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) The international community continues to be committed to implementing the 2030 Agenda and achieving the Sustainable Development Goals, and to sustain coordinated multilateral actions to overcome the health-related and socioeconomic impact of the COVID-19 pandemic;

(b) The countries of Latin America and the Caribbean continue to support and attach high priority to multilateralism, regional and subregional cooperation, integration and the gradual convergence of integration schemes with a view to broadening the opportunities for achieving economic, social and environmentally sustainable development;

(c) The regional and international communities support the States members of ECLAC and respond to their specific needs and concerns in relation to: (i) international trade, integration and the provision of logistics infrastructure and trade facilitation; (ii) their productive development, innovation, digital policies and macroeconomic policies; (iii) social development, social protection and equality with full respect for human rights, including the implementation of the Regional Agenda to promote inclusive social development; (iv) giving priority to gender mainstreaming in public policies, taking into consideration the Montevideo Strategy for

Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 and the Santiago Commitment adopted by the States members of ECLAC at the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean; (v) the implementation of the recommendations of the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing; (vi) good governance, sustainable exploitation of natural resources, food safety and the promotion of the bioeconomy and the circular economy; (vii) incorporating environmental and urban concerns into public policies; (viii) affording priority to development planning and public management at both the national and the subnational levels; and (ix) the work of the Statistical Conference of the Americas and the priorities it sets for statistical development in the region.

18.11 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 as appropriate within the scope of the overall objectives, strategies and mandates of the Commission. Any such adjustments would be reported as part of the programme performance information.

18.12 The overall strategy of the Commission for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the present document.

18.13 The Commission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, gender focal points are consulted in programme formulation; gender analysis is integrated into all areas under the Commission's mandate. In the light of the enhanced focus on gender-related issues, the integration of gender aspects has been strengthened in several areas under the Commission's mandate. For instance, under subprogramme 5, Mainstreaming the gender perspective in regional development, the planned result for 2022 reflects the increased demand among countries of the region for technical assistance and capacity-building activities aimed at formulating and developing gender equality policies on the basis of international norms and the Montevideo Strategy for the implementation of the Regional Gender Agenda within the Sustainable development Framework by 2030.

18.14 With regard to disability inclusion, in line with the United Nations Disability Inclusion Strategy, ECLAC is implementing inclusive and comprehensive measures regarding the accessibility of facilities, regarding security and improvements in audiovisual technology in conference rooms, and regarding the adaptation of office spaces and furniture to facilitate the full participation and inclusion of persons with disabilities in the daily work of the Commission. Moreover, the Commission is in the process of developing its own strategy for disability inclusion with a view to further advancing the inclusion of persons with disabilities and ensuring the full realization of their rights.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

18.15 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Commission. Early in the year, in view of the impact of the pandemic on the countries of the region, travel restrictions and the change in immediate national priorities, ECLAC prompted a revision of its programme of work to adapt it to the new needs and demands of its constituency. The Commission rapidly moved its planned face-to-face activities to virtual settings. In some cases, this made it possible to increase the number of beneficiaries attending seminars, workshops and meetings. However, the change also presented challenges, given the unequal access to Internet services within and among Member States in the region, which highlighted all the more the relevance of providing support through in-person capacity-building activities and technical assistance, for which virtual alternatives fail to ensure adequate coverage and outreach. Tailor-made technical assistance and policy advice to senior national and sectoral authorities was also affected in some cases, as it was not possible to hold face-to-face meetings and exchanges. In addition to the shift from in-person to virtual meetings, the impact of the pandemic in the Commission's activities included the postponement to 2021 of the fourth meeting of the Regional Conference on Population and Development in Latin America and the Caribbean, the ECLAC Summer School on Latin American Economies 2020, the meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which directly reports to the high-level political forum. Specific examples of the impact are provided under subprogrammes 2, 4 and 6. The change in approach to the implementation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 2, 7 and 13.

18.16 At the same time, however, some additional deliverables and activities were carried out 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. In response to a request from the pro tempore presidency of the Community of Latin American and Caribbean States, the Commission very quickly developed a web tool known as the COVID-19 Observatory in Latin America and the Caribbean to track and analyse the national responses and public policies that the 33 countries of the region implemented to address the pandemic. The tool includes a geoportal that displays the information at the country level. Moreover, ECLAC continues to work closely with the resident coordinators throughout the Latin American and Caribbean region and with the regional desk of the Development Coordination Office to ensure the continuous updating of that information, which is publicly available on the Commission's website. Furthermore, ECLAC published eight special reports on COVID-19 that are focused on the socioeconomic impact of the pandemic on the Latin American and Caribbean region, in particular on economic growth and perspectives, on poverty and inequality, on post-pandemic economic reactivation, on trade and logistics, on digital technologies, and on social and political covenants for equality and sustainable development in the post-pandemic recovery. In addition, ECLAC convened virtual intergovernmental meetings and policy dialogues with ministers of finance, ministers of social development, ministers of science and technology, ministers and authorities belonging to the machineries for the advancement of women in Latin America and the Caribbean, and heads of national statistical offices in the context of the Statistical Conference of the Americas, to mitigate the effects of the pandemic on those most vulnerable. At all those meetings, the active engagement of resident coordinators and United Nations agencies, funds and programmes was promoted. In addition, ECLAC published several inter-agency reports related to the impact of COVID-19, including on food security (Food and Agriculture Organization of the United Nations), health and the economy

(Pan American Health Organization), education (United Nations Educational, Scientific and Cultural Organization), employment (International Labour Organization), child protection (United Nations Children's Fund), the care economy (United Nations Entity for Gender Equality and the Empowerment of Women), and digital inclusion (Organisation for Economic Co-operation and Development). At its thirty-eighth session, the Commission presented the document *Building a New Future: Transformative Recovery with Equality and Sustainability*, which contains concrete proposals focused on renewable energy, sustainable mobility, the digital revolution, the health-care manufacturing industry, the bioeconomy, sustainable tourism and the circular economy in the context of sustainable consumption and production. Specific examples of new activities are provided under subprogramme 10.

18.17 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, the Commission will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the need to address the subregional, national and territorial specificities within the Latin American and Caribbean region by levelling the playing field to facilitate equal access to digital technologies, and the relevance of closing the digital inclusion gap. In the planning of future activities, the Commission will therefore attempt to take advantage of the opportunities that digital technologies offer to facilitate greater participation by beneficiaries in its capacity-building activities by combining online and in-person activities.

## Legislative mandates

18.18 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

55/2	United Nations Millennium Declaration	66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
58/269	Strengthening of the United Nations: an agenda for further change		
59/57	A Fair Globalization: Creating Opportunities for All – report of the World Commission on the Social Dimension of Globalization	66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
60/1	2005 World Summit Outcome		
63/260	Development-related activities	66/161	Globalization and its impact on the full enjoyment of all human rights
64/172; 66/155; 68/158; 71/192	The right to development	66/210; 70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	66/213	Fourth United Nations Conference on the Least Developed Countries
64/289	System-wide coherence		
65/1	Keeping the promise: united to achieve the Millennium Development Goals	66/216; 70/219	Women in development
66/71	International cooperation in the peaceful uses of outer space	66/288	The future we want
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
		67/164	Human rights and extreme poverty
		67/217	Towards a New International Economic Order
		67/226; 71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

67/230	The role of the United Nations in promoting a new global human order	68/234; 73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	69/313	Addis Ababa Action Agenda of the Third International Conference on Finance for Development (Addis Ababa Action Agenda)
68/4	Declaration of the High-level Dialogue on International Migration and Development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
68/198	Information and communications technologies for development	72/172	Promotion of a democratic and equitable international order
68/201	International financial system and development	72/232	Follow-up to the second United Nations Conference on Landlocked Developing Countries
68/202	External debt sustainability and development		
68/204; 72/204	Follow-up to the International Conference on Financing for Development	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
68/210; 74/216	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	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
68/220	Science, technology and innovation for development	75/14	Cooperation between the United Nations and the Latin American and Caribbean Economic System
68/222; 70/215	Development cooperation with middle-income countries		
68/230; 71/244	South-South cooperation		

#### *Economic and Social Council resolutions and decisions*

Decision 2004/310	Implementation of and follow-up to major United Nations conferences and summits	2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education		
2012/9	Poverty eradication	2013/16; 2016/2; 2018/7; 2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
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	2013/44	Follow-up to the International Conference on Financing for Development
		2016/8	Rethinking and strengthening social development in the contemporary world
		2016/12	Establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development

#### *Economic Commission for Latin America and the Caribbean resolutions*

650 (XXXIII)	Brasilia resolution	728 (XXXVII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2020
666 (XXXIV)	San Salvador resolution		
690 (XXXV)	Lima resolution	736 (PLEN.34)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2021
697 (XXXVI)	Horizons 2030 resolution		
700 (XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	737 (XXXVIII)	San José resolution
717 (XXXVII)	Havana resolution	748 (XXXVIII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2022

## Deliverables

18.19 Table 18.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 18.1

### Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>5</b>	<b>4</b>	<b>3</b>	<b>5</b>
1. Draft of the programme of work of the ECLAC system	1	1	1	1
2. Report on the activities of the Commission	1	1	1	1
3. Report on the session of the Commission	1	1	–	1
4. Report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	1	–	1	1
5. Main substantive document to be discussed at the session of the Commission	1	1	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>30</b>	<b>20</b>	<b>15</b>	<b>30</b>
6. Meetings of the session of the Commission	15	15	–	15
7. Meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	10	–	10	10
8. Meetings of the regional collaborative platform	2	2	2	2
9. Meetings of the Committee for Programme and Coordination	1	1	1	1
10. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
11. Meetings of the Fifth Committee	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
12. <i>CEPAL Review</i>	3	3	3	3
13. Progress report on the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Latin America and the Caribbean	1	1	1	1
14. Annual regional report on the joint activities with agencies, funds and programmes with a presence in the region	–	1	1	1
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> booklets, fact sheets, wall charts and information kits; the <i>ECLAC Notes</i> electronic newsletter; and public information activities related to the United Nations, ECLAC events and special observances.				
<b>External and media relations:</b> social media campaigns; guided tours of ECLAC premises in Santiago; photographic coverage of ECLAC meetings and activities and audiovisual products on the work of ECLAC; press conferences and media stakes related to the launch of flagship publications and other relevant documents of ECLAC and of the United Nations; press releases in Spanish and English related to the work of ECLAC and of the United Nations; and liaison activities with national and international news media to coordinate interviews with United Nations/ECLAC spokespersons.				
<b>Digital platforms and multimedia content:</b> the regional inter-agency knowledge and data platform on the implementation of the Sustainable Development Goals; ECLAC digital repository.				

## Evaluation activities

18.20 The following evaluations and self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Review by the Joint Inspection Unit of ECLAC management and administration;

(b) Self-evaluation on the implementation of the ECLAC gender mainstreaming strategy;

(c) Self-evaluation related to the demographic transition: opportunities and challenges in achieving the Sustainable Development Goals in Latin America and the Caribbean (subprogramme 6);

(d) Self-evaluation on the use of input-output tables for industrial and trade policy in Central and South America (subprogrammes 1 and 11).

18.21 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 evaluation of the gender mainstreaming strategy will be incorporated into the new ECLAC gender mainstreaming strategy, which will shape and inform gender perspectives under all subprogrammes.

18.22 The following evaluations and self-evaluations are planned for 2022:

(a) Self-evaluation on the role of ECLAC in the Caribbean, subject to the availability of extrabudgetary resources;

(b) Self-evaluation on the socioeconomic support provided by ECLAC to countries of the region in response to the COVID-19 crisis, subject to the availability of extrabudgetary resources.

## **Programme of work**

### **Subprogramme 1**

#### **International trade, integration and infrastructure**

##### **Objective**

18.23 The objective, to which this subprogramme contributes, is to advance sustainable development and strengthen the role of Latin America and the Caribbean in international trade and the global economy by deepening regional integration and enhancing logistics and infrastructure.

##### **Strategy**

18.24 To contribute to the objective, the subprogramme will continue to support member States' capacities to cooperate and participate more effectively in global and regional trade, reduce their dependency on the export of primary products and strengthen regional supply chains, thus contributing to the attainment of Sustainable Development Goals 12 (Ensure sustainable consumption and production patterns) and 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). The subprogramme will carry out, upon request, technical assistance activities and studies. In addition, the activities under the subprogramme are oriented towards enhancing countries' capacities to face new challenges, such as digital trade and services, participation in global and regional value chains, internationalization of small and medium-sized enterprises, trade facilitation, new public and private standards, environmental sustainability and links with emerging issues in the area of trade infrastructure by conducting analyses at the country and regional levels, thus contributing to the attainment of Goal 10 (Reduce inequality within and among countries).



18.25 To contribute further to the objective, the subprogramme will assist member States in the elaboration and review of logistics policies at the national and subregional levels. It will provide policy recommendations and technical assistance for monitoring the economic infrastructure gap and investment in the region, disseminating new policy options and promoting the exchange of good practices in logistics and transport infrastructure operation (with an emphasis on ports and main trade corridors). Furthermore, it will analyse logistics, trade facilitation and infrastructure development at the national and transboundary levels, in particular in landlocked developing countries and other member States with special needs, contributing to the improvement of connectivity among countries and the enhancement of their participation in regional and global trade flows, thus contributing to the attainment of target 17.11 (Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020). In addition, the subprogramme will promote the coordination of logistics and mobility policies with regional integration initiatives in Latin America and the Caribbean through technical cooperation and research activities aimed at facilitating political dialogue and policy convergence among countries in the Latin American and Caribbean region. Finally, it will seek to mainstream the balance between efficiency, resilience and sustainability as a pillar for logistics infrastructure policies and to support the implementation of policies that increase the share of industrialized goods in Latin American and Caribbean countries' exports, thus contributing to the attainment of Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation).

18.26 The subprogramme plans to support member States on issues related to COVID-19 by examining the impact of the pandemic in all its publications, capacity-building activities and technical assistance services, as relevant.

18.27 The above-mentioned work is expected to result in:

- (a) National policies that promote more sustained, inclusive and sustainable economic growth through sustainable consumption and production patterns;
- (b) The strengthened capacity of countries to formulate trade policies and to negotiate, implement and administer trade agreements at the bilateral, regional, plurilateral and multilateral levels while ensuring special and differentiated treatment for developing countries;
- (c) The enhanced capacity of countries of the region to participate more effectively in global and regional value chains, reduce the logistics overcost that affects the competitiveness and productivity of economies and foster more sustainable trade.

18.28 The planned support on issues related to COVID-19 is expected to result in policies for a more sustainable and resilient recovery.

## **Programme performance in 2020**

18.29 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Incorporation of a gender perspective and the empowerment of women into trade, logistics and regional integration**

18.30 The incorporation of a gender perspective into trade, logistics and regional integration is crucial not only as a way to recognize and encourage the participation of women, but also to incorporate concrete actions aimed at progressing towards gender equality in public policies and sectoral strategies. The subprogramme, in line with the ECLAC strategy for gender mainstreaming, seeks to encourage the participation of women in its capacity-building activities and promote actions to progressively incorporate a gender perspective into sectoral public policies in order to recognize the contribution of women to the economy and to make visible the obstacles that they face as employees or entrepreneurs in trade, logistics and regional integration.

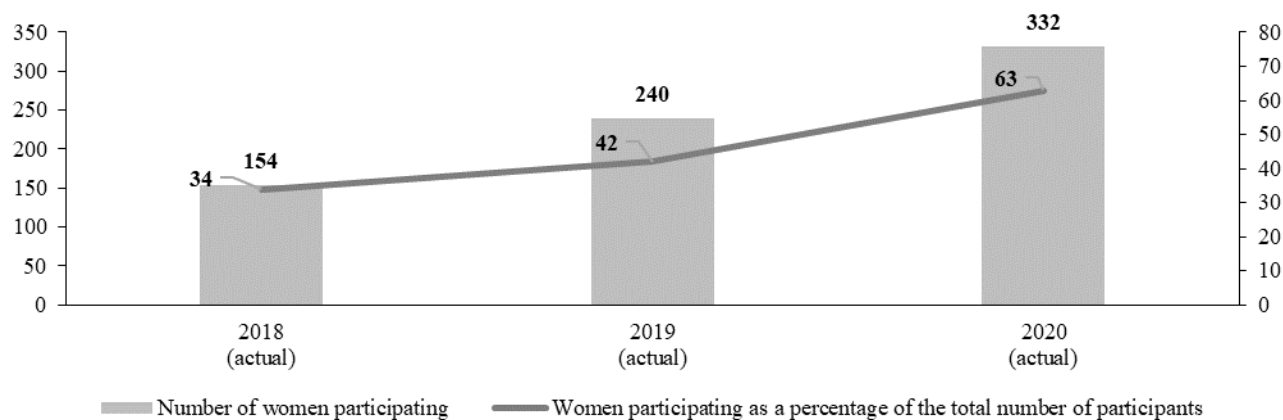
18.31 During 2020, the subprogramme held several technical capacity-building activities and other events specifically tailored to the empowerment of women in trade, logistics and regional integration. Activities were carried out in close coordination with the ECLAC Division for Gender Affairs, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Latin American and Caribbean women's associations active in trade, shipment and logistics, and other civil society actors. Two high-level webinars were organized to analyse what impact COVID-19 is having on women workers and how new opportunities that emerge from the digitalization of trade and logistics are changing the industry and offering opportunities to support gender equality.

#### *Progress towards the attainment of the objective, and performance measure*

18.32 The above-mentioned work contributed to the objective of increasing the participation of women in training and capacity-building activities implemented by the subprogramme related to trade, logistics and regional integration, as demonstrated by the increasing number of women participants and the increasing share of women among participants overall. This result illustrates the efforts made by the subprogramme to organize events in partnership with women associations, thereby fostering the participation of women in subprogramme activities (see figure 18.I).

Figure 18.I

#### **Performance measure: participation of women in training activities related to trade, logistics and regional integration**



#### **Impact of COVID-19 on subprogramme delivery**

18.33 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely the publication of a policy brief on the impact

of COVID-19 on international trade and infrastructure, the organization of seminars and workshops to analyse how COVID-19 was affecting countries of the region, and the provision of technical assistance, upon request, regarding matters related to the impact of the pandemic. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

18.34 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: understanding biregional value chains with the Asia-Pacific region<sup>1</sup>**

#### **Programme performance in 2020**

18.35 The subprogramme continued its technical support to the countries of the region in finalizing national input-output tables and harmonizing country data in order to include more national tables in regional and biregional tables. The subprogramme conducted studies simulating the effects of possible biregional agreements between East Asia and Latin America.

18.36 The above-mentioned work contributed to building the capacity of technical government officials in 17 countries in the use of regional input-output tables, which exceeded the planned target of 16 Latin American and Caribbean countries certified in the use of subregional, regional and/or biregional input-output tables reflected in the proposed programme budget for 2020.

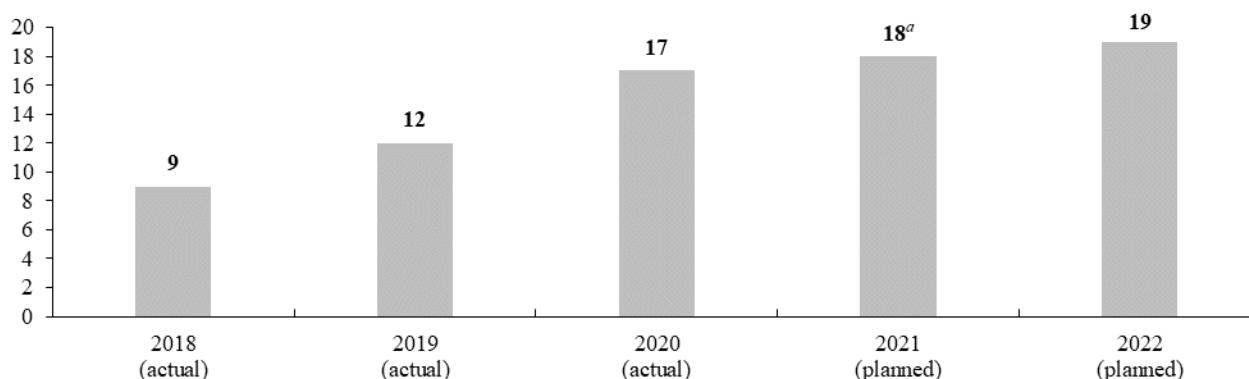
#### **Proposed programme plan for 2022**

18.37 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 expand its support to include additional countries in the region, enhancing their capacity to draw up input-output tables, thereby enabling an increase to 19 in the number of Latin American and Caribbean countries included in the biregional input-output tables. The expected progress is presented in the performance measure below (see figure 18.II).

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

Figure 18.II

**Performance measure: total number of Latin American and Caribbean countries trained in the use of subregional, regional and/or biregional input-output tables (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: fostering logistics competitiveness through the coordination of regional policies on trade facilitation and infrastructure<sup>2</sup>**

### **Programme performance in 2020**

18.38 The subprogramme has, during this period marked by COVID-19, given priority to providing updated information on transport and trade connectivity and to the economic and social impact of the pandemic in trade facilitation and infrastructure by proposing new policy options for the post-pandemic recovery and sharing good practices and lessons learned. The pandemic highlighted the importance of logistics and trade facilitation in reducing the costs and time involved in international trade. To achieve that goal, the subprogramme deepened its collaboration with United Nations specialized agencies, funds and programmes, with other organizations concerned with infrastructure and trade, and with regional integration schemes.

18.39 The above-mentioned work contributed to 15 references being made in presidential or ministerial resolutions related to transport, logistics and trade facilitation, which exceeded the planned target of 7 reflected in the programme budget for 2021.

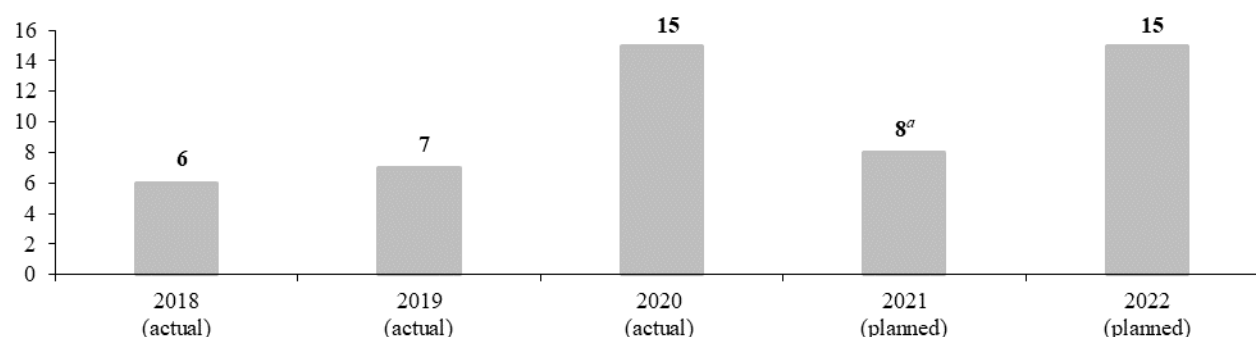
### **Proposed programme plan for 2022**

18.40 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 encourage policymakers to include infrastructure, logistics and trade facilitation in economic recovery packages after the pandemic. Furthermore, in 2022, the subprogramme will encourage countries in the region to act to reduce their internal logistics costs, create value-added services to maintain their competitiveness and advance the coordination of actions in the field of logistics to reactivate intraregional trade. The expected progress is presented in the performance measure below (see figure 18.III).

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 18.III

**Performance measure: number of references in presidential or ministerial resolutions related to transport, logistics or trade facilitation in Latin American and Caribbean countries (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: improved coordination of policies on trade, logistics infrastructure and regional integration**

#### **Proposed programme plan for 2022**

18.41 Trade, logistics and regional integration must play a key role in the crisis recovery strategies in Latin America and Caribbean countries. They must improve coordination among each other and within their borders to promote a sustainable economic, social and environmental recovery. The subprogramme will advocate for an interrelated approach to analysing policies in the areas of production, trade, logistics infrastructure and digital innovations with the aim of reducing internal logistics costs, creating regional services with added value to make a better recovery from COVID-19.

#### *Lessons learned and planned change*

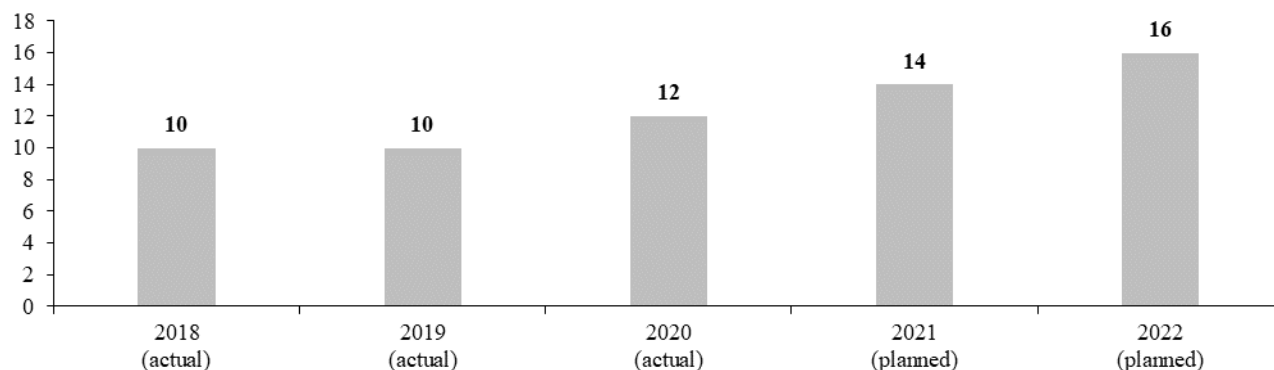
18.42 The lesson for the subprogramme was that an increased demand existed for the development of integrated frameworks with multisectoral recommendations to arrive at a more comprehensive assessment, propose more concrete technical solutions and enable the creation of multisectoral expert networks to develop more sustainable and affordable solutions. In applying the lesson, the subprogramme will support the integration of trade facilitation, logistics innovation and digital infrastructure investment at the national and regional levels to take advantage of regulatory convergence, the promotion of smooth supply chains and the benefits of a regional integrated market.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.43 This work is expected to contribute to the objective, as demonstrated by an increase in the number of national institutions requesting support for the development of strategies to advance in trade facilitation, cross-border processes and innovative logistics services within a regional or subregional perspective while aiming for greater coordination or harmonization of norms and standards (see figure 18.IV).

Figure 18.IV

**Performance measure: total number of Latin American and Caribbean country institutions requesting technical support in implementing more coordinated trade and logistics strategies within a regional perspective (cumulative)**



## Legislative mandates

18.44 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization	73/219; 74/201 73/240	International trade and development Towards a New International Economic Order
64/255; 66/260	Improving global road safety	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence		
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/299 75/17	Improving global road safety International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

### *Economic Commission for Latin America and the Caribbean resolutions*

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean	732 (XXXVII)	Review of the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
608 (XXX)	Promotion of coordination in studies and activities concerning South America		
711 (XXXVI)	Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	745 (XXXVIII)	Review of the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024

## Deliverables

18.45 Table 18.2 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 18.2

**Subprogramme 1: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
1. Project on the provision of infrastructure and logistics services that promote economic efficiency, social equality and environmental sustainability, and increasing the integration of physical infrastructure in the region	1	1	1	1
2. Project on trade policies and strategies, adaptation to climate change, migration, equitable trade and value chains	1	1	–	–
<b>Seminars, workshops and training events</b> (number of days)	<b>11</b>	<b>11</b>	<b>8</b>	<b>8</b>
3. Workshops and seminars on the relation between regional trade policy and the attainment of the Sustainable Development Goals; comparative strategies for deepening regional value chains; new challenges in the region related to resilient and sustainable logistics, mobility and infrastructure policies; links between trade and other public policies in the light of development in global economy and international trade; cooperation and trade facilitation initiatives in the region	6	6	8	8
4. Training on the provision and management of infrastructure services	3	3	–	–
5. Training on harnessing the region's participation in the global supply chain	2	2	–	–
<b>Publications</b> (number of publications)	<b>24</b>	<b>24</b>	<b>22</b>	<b>22</b>
6. <i>International Trade Outlook for Latin America and the Caribbean</i>	1	1	1	1
7. Publications on economic relations with the United States of America and on capital flows to the region; emerging trade and financial issues in the global economy and the implementation of the Sustainable Development Goals in Latin America and the Caribbean	8	8	8	9
8. Publications on trade and development; maritime transport, sustainable logistics, mobility and infrastructure policies and regional integration; value chains, modern services and e-commerce in the region	15	15	13	12
<b>Technical materials</b> (number of materials)	<b>13</b>	<b>13</b>	<b>10</b>	<b>10</b>
9. <i>Bulletin on the Facilitation of Transport and Trade in Latin America and the Caribbean</i>	8	8	6	6
10. Statistical bulletin on international trade in goods in Latin America and the Caribbean	4	4	4	4
11. Technical report on trends and dispute settlement activity in the World Trade Organization and in regional integration schemes	1	1	–	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on trade policy, integration, sustainable logistics, mobility and infrastructure policies, and social and sustainability issues.				
<b>Databases and substantive digital materials:</b> databases on trade data and disputes, bond issuance, spreads and credit ratings, sustainable logistics, the Maritime and Logistics Profile of Latin America and the Caribbean data tool, and other data on infrastructure services.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> <i>CEPAL News</i> newsletter.				

## **Subprogramme 2**

### **Production and innovation**

#### **Objective**

18.46 The objective, to which this subprogramme contributes, is to enhance the diversification of productive structures through innovation and the diffusion of new technology and to strengthen linkages and networking between firms.

#### **Strategy**

18.47 To contribute to the objective, the subprogramme will promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums, including the provision of technical cooperation services, such as specific training courses and workshops.

18.48 To contribute further to the objective, the subprogramme will promote policy advocacy and the exchange of best practices regarding productive development among stakeholders at the regional, national and local levels. Work under the subprogramme will include consultations and close collaboration with high-level authorities responsible for innovation, information and communications technology and digital policies, industrial development, investment and the promotion of small and medium-sized enterprises to put structural diversification and innovation policy at the top of the development agenda in Latin American and Caribbean countries. The subprogramme will focus on the integration of innovation and new, low-carbon technologies, in production processes with an emphasis on digital technologies convergence (that is, the integration of the Internet of things, 5G, big data, artificial intelligence, information technology and cognitive science) and new manufacturing processes (the Industrial Internet); and on capacity-building in digital technologies. Particular attention will be given to the gender dimension of structural change, for example, with regard to productivity, digital and employment gaps. Given the speed of technological change and its profound impact on the digital economy, many of the challenges posed by the new economic context are still unknown. In this context, the subprogramme will conduct economic analyses along with applied research on the basis of the generation, processing and analysis of information and indicators in various databases; the result of these studies will then be disseminated, and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders. The dissemination of new and low-carbon technologies and their integration into production processes should contribute to the achievement of Sustainable Development Goal 12, and should have positive effects on aggregate productivity growth thus contributing to the attainment of Goal 8.

18.49 In addition, the subprogramme will work on the connection of micro-, small and medium-sized enterprises with larger firms that use advanced technologies so as to integrate them into the process of learning and competition in dynamic foreign and domestic markets and increase the dissemination of technology. Also, the impact of foreign direct investment will be analysed and measured so as to devise industrial policies that will have positive effects on learning and the diversification of the production and export structures. Foreign investment may have favourable effects on technology transfer and on the expansion of exports. The subprogramme will support, through technical assistance and upon request by countries, the assessment, development and implementation of industrial policies and strategies, thus contributing to the attainment of Goal 9.



18.50 The subprogramme plans to support member States on issues related to COVID-19 by continuing to provide its analysis of the ongoing impact of COVID-19 on firms and sectors in the region. Furthermore, the pandemic-induced crisis has highlighted and exacerbated the pre-existing fragilities and imbalances in the productive structure of the region and has further highlighted the importance of digital connectivity and infrastructure, since they have become critical and essential factors for the functioning of the economy and society. In that context, the subprogramme plans to further support member States on these issues with particular attention given to the digitalization of the productive sector of the region.

18.51 The above-mentioned work is expected to result in:

(a) The design and implementation of industrial and technology policies aimed at diversifying the productive structure and build capacities in Latin American and Caribbean countries;

(b) Strengthened national capacities to incorporate innovation and new technologies into production processes;

(c) The design and implementation of active policies that heighten local innovation and adaptation helping to leverage the potential of foreign direct investment;

(d) The strengthening of the scientific and technological capacity of the member States to move towards more sustainable patterns of consumption and production;

(e) A diversification process associated with the creation of new opportunities for formal jobs and productivity growth.

18.52 The planned support on issues related to COVID-19 is expected to result in an increase of the resilience of the productive sector through a significant increase in the digitalization of firms in the region, including micro-, small and medium-sized enterprises.

## **Programme performance in 2020**

18.53 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Implementation of policies to support businesses and prevent capacity destruction during the COVID-19 pandemic**

18.54 The economic downturn caused by COVID-19 has had a considerable negative impact on businesses in countries of Latin America and the Caribbean, in particular micro-, small and medium-sized enterprises. The great majority have recorded significant decreases in income and are having difficulty remaining in business. The post-pandemic recovery will be slower and more gradual than initially expected, and despite policy measures and programmes put in place by national authorities, a high level of business and job destruction is expected. The greater that effect, the greater will be the loss of accumulated capacities in firms, the dispersion of knowledge and experience, and a breakdown of trust among economic actors. The subprogramme has conducted assessments and analyses and produced reports to assist Governments in the region in navigating this uncertain time. In June 2020, ECLAC issued a special report entitled “Sectors and businesses facing COVID-19: emergency and reactivation”, in which it made several policy recommendations regarding support for

businesses, in particular micro-, small and medium-sized enterprises, and preventing the destruction of capacity during the emergency.

18.55 In April 2020, the subprogramme produced an early analysis of the importance of digital technology to address the crisis, and in August 2020 published the analysis carried out throughout the year in an ECLAC special report on the access to digital technology to address the impact of the COVID-19 crisis. In its several reports, the subprogramme proposed additional policy recommendations to complement and extend the scope of the policy measures already taken by countries in the early months of the crisis.

*Progress towards the attainment of the objective, and performance measure*

18.56 The above-mentioned work contributed to the objective, as demonstrated by the countries that have implemented and/or increased the scope of their measures to prevent the further destruction of capacity and accelerate the reactivation after the pandemic (see table 18.3).

Table 18.3  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<p>Countries that have implemented and/or increased the scope of their measures, with regard to:</p> <p>(a) Flexibility and improvement of credit conditions: Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Ecuador, El Salvador, Peru and Uruguay;</p> <p>(b) Payroll co-financing: Argentina, Chile and Colombia;</p> <p>(c) Cash contributions to the formally self-employed: Argentina, Chile and Uruguay.</p>

**Impact of COVID-19 on subprogramme delivery**

18.57 Owing to the impact of COVID-19 during 2020, the subprogramme adapted the contents of seminars and so that they could be delivered online. The International School on Innovation Policy Management in Latin America, 2020, was cancelled owing to lockdowns, the closing of national borders and the impossibility to conduct it online. Moreover, the 2020 edition of the Summer School on Latin American Economies was postponed to January 2021 and was delivered online. These changes had an impact on the programme performance in 2020, as specified under result 1.

18.58 At the same time, however, the subprogramme identified new activities and modified some of its recurrent ones to support member States on issues related to COVID-19, within the overall scope of its objectives, namely the conduct of assessments and analyses of the impact of COVID-19 on businesses and industries of the region and of the importance of digital technology in addressing the crisis. Moreover, the subprogramme has adapted its annual flagship publication on foreign direct investment to cover the impact of COVID-19 on international flows of foreign direct investment, global value chains and the medical devices sector, with policy

recommendations for the post-pandemic recovery and the development of strategic sectors in the region. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

18.59 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: new institutional capabilities for structural change<sup>3</sup>

#### Programme performance in 2020

18.60 The subprogramme organized training on innovation and new technologies. Given the impossibility of conducting face-to-face training during 2020, it was decided to develop online training activities. Virtual training can be used as a complement to face-to-face training; consideration is being given to adapting training activities to include both virtual and face-to-face elements, which would allow for a greater scope.

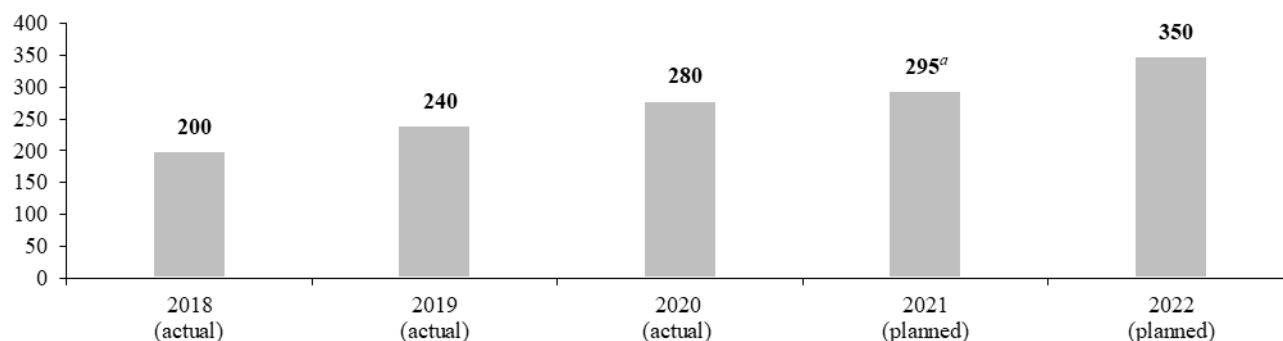
18.61 The above-mentioned work contributed to an additional 40 national officials in Latin American and Caribbean countries receiving training in new areas of economic diversification, which met the planned target of a cumulative total of 280 national officials in Latin American and Caribbean countries trained in new areas of economic diversification, as reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

18.62 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 organize the annual face-to-face course on innovation and new technologies. However, on the basis of the success of the online experience, the present courses will be complemented with some online courses. The expected progress is presented in the performance measure below (see figure 18.V).

Figure 18.V

**Performance measure: total number of national officials in Latin American and Caribbean countries trained in new areas of economic diversification (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

## Result 2: development of new public policies to foster the use of new technologies in productive processes<sup>4</sup>

### Programme performance in 2020

18.63 The subprogramme has continued to generate updated information to favour the development of public policies on digital matters. The data available on the Regional Broadband Observatory were updated. The subprogramme continued to work, within the context of the Digital Agenda for Latin America and the Caribbean for the period 2020–2022 (eLAC 2022), which provides a space for dialogue, peer learning and the exchange of best practices between the countries of the region. The Commission serves as the technical secretariat for the Digital Agenda and, in that capacity, facilitates the discussion and dialogue among stakeholders that include Governments of the region, academia, the technical community, the private sector and civil society. Furthermore, the subprogramme produced technical documents and analyses that serve as the basis for the discussions and for the Digital Agenda, which includes the policy priorities for the development of the digital economy.

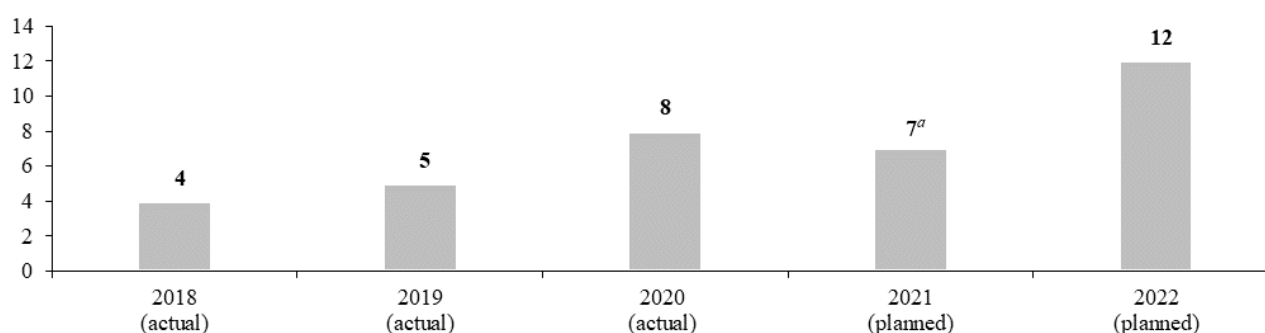
18.64 The above-mentioned work contributed to development of eight new public policies to foster the use of new technologies in productive processes, which exceeded the planned target of six, as reflected in the programme budget for 2021.

### Proposed programme plan for 2022

18.65 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 produce knowledge products on issues related to new technologies. It will also continue to serve as the technical secretariat for the Digital Agenda and support countries in the development of policies to foster digitalization and the use of new technologies. The expected progress is presented in the performance measure below (see figure 18.VI).

Figure 18.VI

**Performance measure: total number of new public policies to foster the use of new technologies in production processes (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Result 3: improved connectivity to speed up firm digitalization

#### Proposed programme plan for 2022

18.66 The subprogramme has worked on the development of assessments and analyses of the manner in which firms in Latin America and the Caribbean currently use digital technologies. The COVID-19 pandemic has highlighted the importance of digitizing firms, not only for improving their productivity and competitiveness, but also for their very survival. In that regard, the subprogramme has worked on proposals for measures and plans to accelerate the adoption of new technologies that offer higher connectivity speeds and therefore enable access to a wider range of digital services and applications. An example is the development of the regional digital agenda developed by ECLAC as eLAC 2022, in which one of the central themes is to increase connectivity speed and coverage.

#### *Lessons learned and planned change*

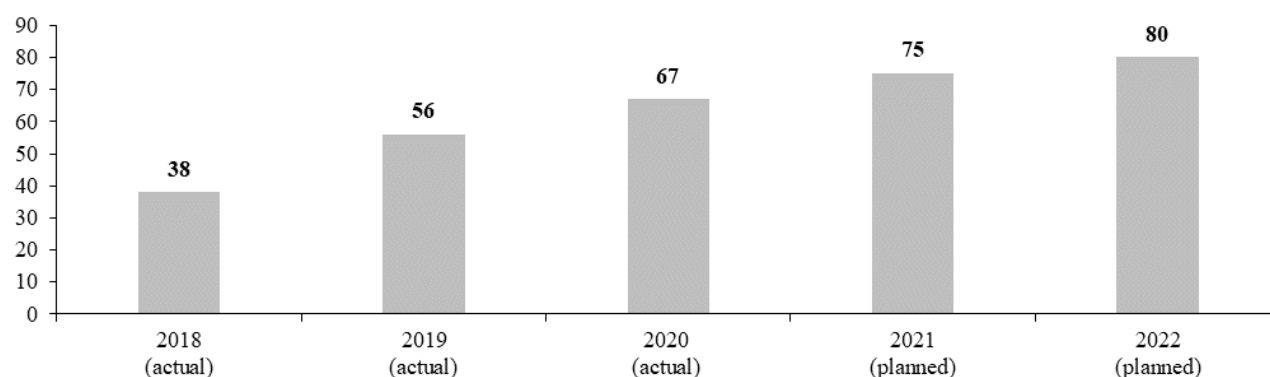
18.67 The lesson for the subprogramme was that there was demand for tailored support to address the specificities of the subregions within the Latin American and Caribbean region in the area of digitalization. Each subregion has a different level of connectivity development, therefore the policy implications differ depending on the context and the specificities and integration mechanisms of each subregion. In applying the lesson, the subprogramme will work specifically on the development of subregional digitalization strategies. For example, ECLAC will support the Pacific Alliance for the development of its regional digital market strategy and will provide assistance to countries in Central America in developing a digital agenda for that subregion.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.68 This work is expected to contribute to the objective, as demonstrated by an increase in the number of countries in the region with connection speeds that enable an intensive use of broadband Internet. Intensive use is defined as the ability to simultaneously perform basic functions (sending and receiving emails, watching videos and browsing the web) and two or more high-demand activities (watching high-definition videos and participating in video conferences). The minimum broadband speed is closely linked to the level of digitalization of a country and is a necessary first step on the way to digitalizing firms (see figure 18.VII).

Figure 18.VII

**Performance measure: percentage of countries in the region with fixed broadband speeds that enable intensive use of the Internet**



## Legislative mandates

18.69 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

66/217	Human resources development	74/199	Promoting investments for sustainable development
73/225	Entrepreneurship for sustainable development		
73/247	Industrial development cooperation	74/229	Science, technology and innovation for sustainable development
74/197	Information and communications technologies for sustainable development	75/176	The right to privacy in the digital age

### *Economic and Social Council resolutions*

2008/18	Promoting full employment and decent work for all	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
2011/37	Recovering from the world financial and economic crisis: a Global Jobs Pact	2020/13	Science, technology and innovation for development

### *Economic Commission for Latin America and the Caribbean resolutions*

653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean	729 (XXXVII); 747 (XXXVIII)	Ministerial Conference on the Information Society in Latin America and the Caribbean
672 (XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean	750 (XXXVIII)	Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean

## Deliverables

18.70 Table 18.4 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 18.4

### **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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>2</b>	<b>6</b>	<b>6</b>
1. Meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	8	—	—	6
2. Preparatory meetings for the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	—	2	6	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>
3. Field projects on the region's production structure, foreign direct investment, and new and emerging technologies and policy	3	3	1	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>42</b>	<b>18</b>	<b>47</b>	<b>47</b>
4. Workshops on new technologies and support for small and medium-sized enterprises in the region	4	11	6	–
5. Training and seminars on foreign direct investment and small and medium-sized enterprises	3	2	6	6
6. Courses on innovation policy management and economies of the region	35	–	35	35
7. Meeting of experts to analyse recent structural changes, study the trends and progress of the digital economy, and examine recent trends in the behaviour of economic agents in sectors and countries in the region	–	5	–	6
<b>Publications</b> (number of publications)	<b>11</b>	<b>11</b>	<b>6</b>	<b>7</b>
8. <i>Foreign Direct Investment in Latin America and the Caribbean</i>	1	1	1	1
9. Publications and studies on the production structure of the region, foreign investment, industrial policies, and new technologies and innovation	9	9	5	5
10. Study on technological and productive performance in Argentina and Mercosur	1	1	–	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on policies and strategies for productive development and competitiveness, public-private partnerships, foreign direct investment, and innovation systems and new and emerging technologies.				
<b>Databases and substantive digital materials:</b> databases on economic activity in specific sectors, software for the analysis of the competitiveness of nations and statistical information on the main economic agents in the region.				

### Subprogramme 3

#### Macroeconomic policies and growth

#### Objective

18.71 The objective, to which this subprogramme contributes, is to foster sustainable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues and to evaluate, design and implement development-centred macroeconomic and development financing policies that incorporate a gender perspective and are based on comparative policy analysis.

#### Strategy

18.72 To contribute to the objective, the subprogramme will support member States, regional entities and other stakeholders by providing timely analyses of macroeconomic conditions in the region, and applied and comparative research of current and emerging macroeconomic and financing for development policy issues. To that end, the subprogramme will provide timely analyses, disaggregated by gender whenever possible, of macroeconomic trends and trends in financing for development, together with policy options and recommendations through its recurrent flagship and specialized publications, workshops and seminars, as well as through its technical cooperation activities.

18.73 The subprogramme will support the establishment and operation of networks of key stakeholders, including policymakers, academics, private sector analysts, members of civil society organizations and the public at large. In particular, at the subprogramme's annual regional fiscal policy seminar, which is the region's

preeminent forum for the discussion of fiscal policies, spaces will be created for the South-South sharing of experiences and best practices in the analysis, formulation and implementation of policy. At the same time, the subprogramme will leverage its comparative advantages to provide technical cooperation and advisory services, upon request, to member States in the areas of macroeconomic, labour and financing for development policies.

18.74 The activities of the subprogramme will contribute to the attainment of Sustainable Development Goals 8, 10, 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development) with a view to fostering sustainable and inclusive development in Latin America and the Caribbean. In addition, the work under the subprogramme is aimed at facilitating the creation and adoption of development financing policies in line with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

18.75 The subprogramme plans to support member States on issues related to COVID-19 by supporting them in the design and implementation of macroeconomic and financing for development policies to build back better after the crisis. The subprogramme will deploy its analytical advantages and its ability to convoke key stakeholders to advocate for macroeconomic policies that favour economic recovery measures – particularly fiscal and monetary measures – with the aim of promoting sustainable and inclusive growth. That work will include a focus on constructing sustainable fiscal policy frameworks backstopped by ramping up domestic resource mobilization efforts. The activities will evolve in line with the needs of member States as they evolve in the course of 2022.

18.76 The above-mentioned work is expected to result in:

(a) Strengthened capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues;

(b) Increased capacity of policymakers to evaluate, design and implement macroeconomic and development financing policies that incorporate a gender perspective and that are based on comparative policy analysis.

18.77 The planned support on issues related to COVID-19 is expected to result in the adoption of macroeconomic and financing for development policies, measures and strategies for building back better in line with the policy advocacy of the subprogramme.

### **Programme performance in 2020**

18.78 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 South-South policy dialogue on COVID-19 through timely macroeconomic analysis and high-level forums**

18.79 In response to the COVID-19 pandemic, Governments in the region rapidly developed large-scale public policy measures to strengthen public health systems, support families and prevent the destruction of the economy's productive capacity. However, those efforts were made against a backdrop of prolonged weakness in public accounts characterized by large fiscal deficits and rising public debt. To navigate this challenging environment the subprogramme's work in 2020 was aimed at supporting



policymakers in their efforts to analyse, formulate and implement macroeconomic and financing for development policies. The subprogramme published two special reports, in addition to its recurrent flagship reports, that provided policymakers with a timely analysis of the year's emerging macroeconomic trends. Widespread press coverage ensured that the subprogramme's work was available to other key stakeholders, in particular civil society and the public at large.

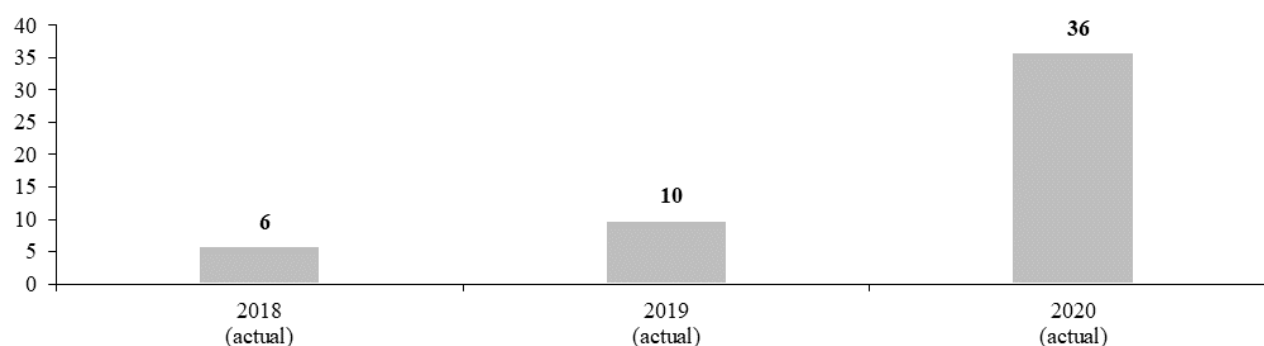
18.80 The subprogramme enabled the holding of forums, such as two virtual meetings of the Ministers of Finance of Latin American and Caribbean countries held in April and August, that facilitated the South-South sharing of experiences and gave momentum to the development of regional positions on important topics, in particular those related to international financial relations. The forums enabled the subprogramme to disseminate its analysis of current macroeconomic and development finance trends, as well as the results of its applied comparative policy research.

*Progress towards the attainment of the objective, and performance measure*

18.81 The above-mentioned work contributed to the objective, as demonstrated by the number of high-level authorities participating in the subprogramme's fiscal policy forums. That number reflects the value that policymakers in the region attached to the subprogramme's work related to macroeconomic and financing for development policymaking during the COVID-19 pandemic (see figure 18.VIII).

Figure 18.VIII

**Performance measure: number of high-level authorities participating in the subprogramme's high-level meetings and seminars on fiscal policy (annual)**



**Impact of COVID-19 on subprogramme delivery**

18.82 Owing to the impact of COVID-19 during 2020, the subprogramme pivoted its work to address the rapidly emerging need of member States for regional macroeconomic and comparative policy analysis. For example, the focus of the subprogramme's flagship reports, such as *Fiscal Panorama of Latin America and the Caribbean 2020* and *Economic Survey of Latin America and the Caribbean 2020*, was changed to tackle issues arising from the COVID-19 pandemic and to advocate for policies that support efforts to build back better.

18.83 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 production of additional macroeconomic and financial statistics, virtual meetings of Latin American finance ministers and the publication of special COVID-19 reports that offered continuous monitoring of macroeconomic conditions in the region. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## Planned results for 2022

18.84 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: macroeconomic policies for development in a slow-growth environment<sup>5</sup>

#### Programme performance in 2020

18.85 The subprogramme has promoted active and expansionary fiscal policies to support domestic demand in the context of the economic contraction caused by the pandemic. To that end, the subprogramme's recurrent flagship publications have been reformulated to offer policymakers a menu of public policy options going forward. The reports highlight the need for measures to strengthen the region's tax take to build sustainable fiscal policy frameworks.

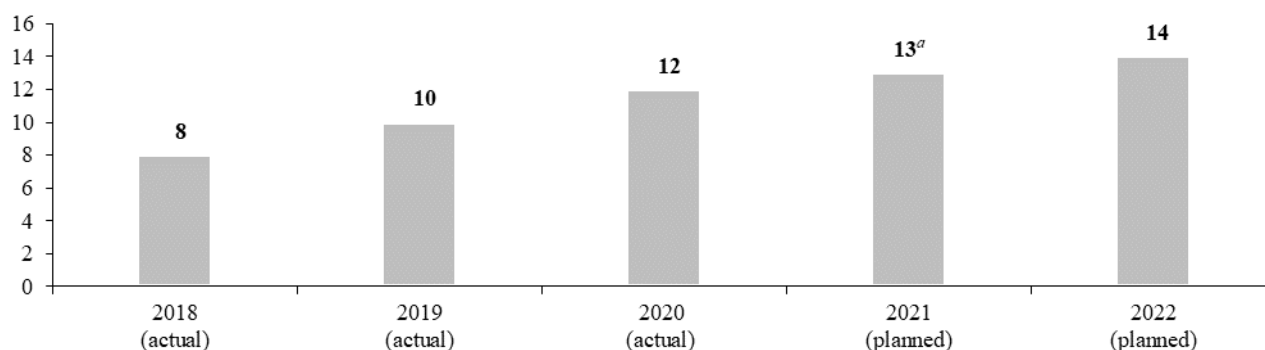
18.86 The above-mentioned work contributed to the adoption of 12 measures by member States, including a large number of measures aimed at increasing public investment, which met the planned target of 12 measures taken by countries in the region in the areas of macroeconomic and financing for development policies reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

18.87 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 support policymakers in the identification of policy options to achieve sustainable and inclusive economic growth through its flagship and research publications, seminars and workshops, and technical assistance. The expected progress is presented in the performance measure below (see figure 18.IX).

Figure 18.IX

**Performance measure: total number of measures taken by countries in the region that are in line with the analysis and recommendations of the Economic Commission for Latin America and the Caribbean in the areas of macroeconomic and financing for development policies (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

## Result 2: ramping up resource mobilization to finance the Sustainable Development Goals<sup>6</sup>

### Programme performance in 2020

18.88 The subprogramme has identified resource mobilization to be a key component of the response to the crisis provoked by the COVID-19 pandemic, as well as the foundation for building future fiscal sustainability. In *Fiscal Panorama of Latin America and the Caribbean 2020* and *Economic Survey of Latin America and the Caribbean 2020*, the subprogramme outlined policy options for ramping up tax revenue through greater direct taxation, the adoption of taxes on digital goods and services and of corrective taxes such as public health-related taxes, and the design and implementation of tax policies conducive to a green recovery. The subprogramme underlined the importance of supporting the financing of subnational governments, which are key providers of public services in the region. Furthermore, the subprogramme continued its work in advocating for a greater role for development banks in financing for development, especially in the area of financial inclusion.

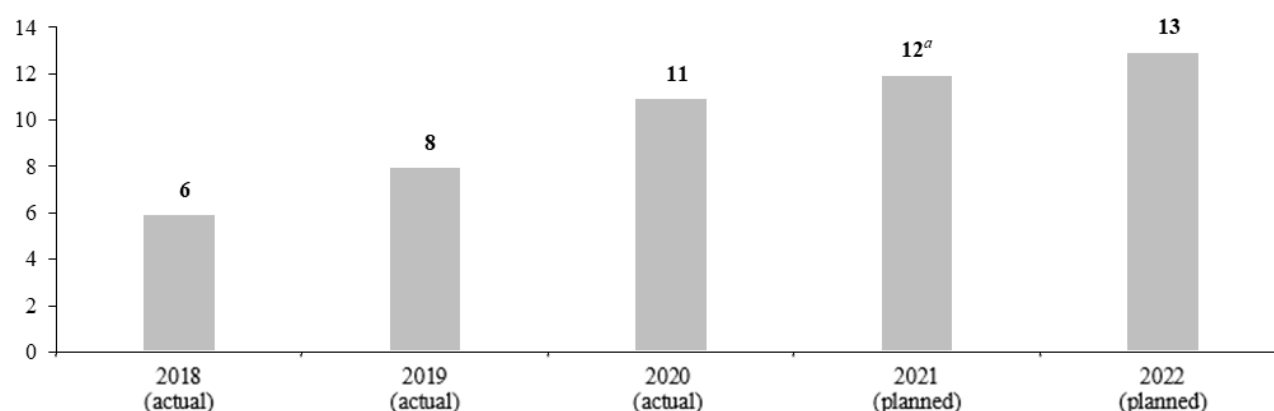
18.89 The above-mentioned work contributed to the adoption of 11 policies, measures and strategies by member States, which exceeded the planned target of 10 resource mobilization policies, measures and strategies reflected in the programme budget for 2021.

### Proposed programme plan for 2022

18.90 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 applied and comparative policy analysis of development finance policies to support the strengthening of development finance frameworks in the region. It will provide member States, on request, with technical assistance to examine, formulate and implement resource mobilization measures. The expected progress is presented in the performance measure below (see figure 18.X).

Figure 18.X

**Performance measure: total number of resource mobilization policies, measures and strategies (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>6</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### **Result 3: macroeconomic and financing for development policies for sustainable and inclusive growth in a post-pandemic world**

#### **Proposed programme plan for 2022**

18.91 The economic shock caused by the COVID-19 pandemic aggravated the low growth that characterized the region's economy over the past decade. Anaemic growth and entrenched income and wealth inequalities and unequal access to quality public goods and services resulted in growing pressure for reform in the region. At the same time, household, corporate and public debt rose substantially, accentuating financial vulnerabilities and limiting consumption and investment. Overcoming the region's structural shortcomings and the new challenges arising from the COVID-19 pandemic will require novel macroeconomic and financing for development policies.

#### *Lessons learned and planned change*

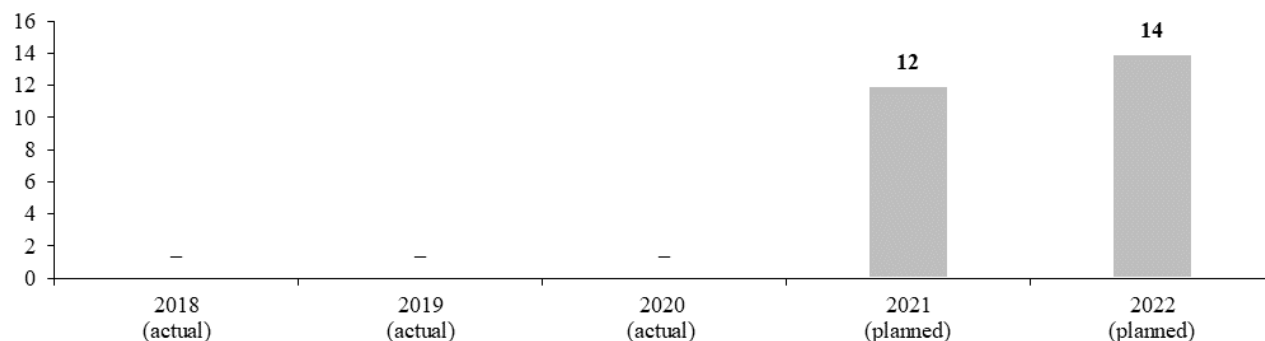
18.92 The lesson for the subprogramme was that virtual meetings, which had not been used extensively in previous years, can be used further and that their use can be expanded to high-level policymakers. In applying the lesson, the subprogramme will seek to leverage virtual meetings and platforms to enhance the impact of its policy advocacy. The subprogramme will advocate for public policies aimed at building back better after the crisis, with an emphasis on measures that support economic growth in the medium and long term and that serve as the basis for achieving the 2030 Agenda and the Sustainable Development Goals. In the post-COVID-19 period, the mobilization of financing for development will become increasingly important in the post-COVID-19 period as a means of creating fiscal sustainability frameworks on the basis of strengthening public revenue. Depending on country needs, the subprogramme will explore the role of development banks and other innovative sources of financing. That advocacy will build on the subprogramme's comparative advantage in regional macroeconomic analysis and policy research and will build on the work carried out in 2020 and planned for 2021. The subprogramme will provide bespoke technical assistance, upon request, to countries of the region. In addition, the subprogramme will leverage its network of key stakeholders to magnify the impact of its work in the region.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.93 This work is expected to contribute to the objective, as demonstrated by an increase in the number of macroeconomic and financing for development policies, measures and strategies for building back better after the COVID-19 pandemic (see figure 18.XI).

Figure 18.XI

**Performance measure: total number of macroeconomic and financing for development policies, measures and strategies for building back better after COVID-19 (cumulative)**



## Legislative mandates

18.94 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization	73/220	International financial system and development
63/229	Role of microcredit and microfinance in the eradication of poverty	73/221	External debt sustainability and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	73/222	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
65/146	Innovative mechanisms of financing for development	73/223	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
67/12; 75/14	Cooperation between the United Nations and the Latin American and Caribbean Economic System	73/247	Industrial development cooperation
67/218	Promoting transparency, participation and accountability in fiscal policies	74/199	Promoting investments for sustainable development
70/126	Promoting social integration through social inclusion	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
72/206	Financial inclusion for sustainable development	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
72/230; 74/231	Development cooperation with middle-income countries	74/307	United response against global health threats: combating COVID-19

### *Economic and Social Council resolutions*

2008/16	Committee of Experts on International Cooperation in Tax Matters	2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts
2008/18	Promoting full employment and decent work for all		
2009/5	Recovering from the crisis: a Global Jobs Pact	2017/3	United Nations code of conduct on cooperation in combating international tax evasion
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies

### *Economic Commission for Latin America and the Caribbean resolutions*

655 (XXXIII)	Caribbean Development and Cooperation Committee	713 (XXXVI)	Regional follow-up to the outcomes of conferences on financing for development
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## Deliverables

18.95 Table 18.5 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 18.5

**Subprogramme 3: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>10</b>	<b>6</b>
1. Seminars, meetings of experts, workshops and training events on macroeconomic and financing policies in Latin America and the Caribbean	10	10	10	6
<b>Publications</b> (number of publications)	<b>15</b>	<b>15</b>	<b>14</b>	<b>11</b>
2. <i>Economic Survey of Latin America and the Caribbean</i>	1	1	1	1
3. <i>Fiscal Panorama of Latin America and the Caribbean</i>	1	1	1	1
4. <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i>	1	1	1	1
5. Studies on macroeconomic, sectoral and financing policies in Latin America and the Caribbean	9	9	10	7
6. Study on specific economic issues in Uruguay	1	1	1	1
7. Study on a high-priority issue concerning macroeconomic and development policies in Colombia	1	1	–	–
8. Study on fiscal rules in Brazil, including an evaluation of constitutional changes in expenditure limits and social security reforms	1	1	–	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on macroeconomic, fiscal and monetary policy analysis and formulation, macroeconomic analysis and systems for monitoring economic development, and on the design and implementation of financing for development schemes and policies geared towards financial and productive development and/or social protection; advice to the Ministry of Economy and Finance of Uruguay on macroeconomic issues.				
<b>Databases and substantive digital materials:</b> statistical information for economic, monetary and financial variables for countries in the region; statistical data sets covering government operations, public debt, tax revenue and revenue from non-renewable natural resources.				

## Subprogramme 4

### Social development and equality

#### Objective

18.96 The objective, to which this subprogramme contributes, is to improve the overall well-being of the people of the region and achieve greater social and economic equality in line with the 2030 Agenda and with full respect for human rights.

#### Strategy

18.97 To contribute to the objective, the subprogramme will support countries in implementing a regional agenda for inclusive social development in line with the outcomes and agreements reached at the Regional Conference on Social Development in Latin America and the Caribbean. The subprogramme will carry out applied research, generating analyses, disseminating results, providing training and advisory services and formulating policy recommendations to strengthen the capacity of stakeholders to perform sound assessments of social issues for application in policy design and implementation. In addition, it will promote policy dialogue and the implementation of the regional agenda for inclusive social development among policymakers, academics, civil society organizations and other stakeholders and facilitate the exchange of experiences and good practices. Priority areas will include:

addressing the multiple dimensions of poverty, inequality and well-being; bridging gaps in well-being and tackling inequalities, including those related to gender, race, ethnicity, age, disability and territory; ensuring access to universal social protection; promoting social and labour inclusion policies; coordinating social, economic and environmental policies; and improving the capacity of social policy to adapt to new and emerging challenges related to such topics as demographic transition, migration, new technologies and climate change. The subprogramme's deliverables will focus on the following subject areas: assessment of the social situation of the population and social policies for equality and social protection.

18.98 To contribute to the objective, the subprogramme will assist countries with capacity-building and technical cooperation on the design, implementation, monitoring and evaluation of strategies, policies and programmes. Research and advisory services will emphasize, in particular, social protection systems based on an equality-oriented and sustainable approach that fully respects human rights; the protection and promotion of the rights of women, children, young people, indigenous peoples, people of African descent, migrants and persons with disabilities; social investment; and education and public health systems, thus contributing to the attainment of Sustainable Development Goals 1 (End poverty in all its forms everywhere), 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), 3 (Ensure healthy lives and promote well-being for all at all ages), 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), 8 and 16.

18.99 Actions will be carried out at both the regional and national levels, in partnership with other ECLAC divisions, as well as with the Commission's subregional headquarters and country offices, other agencies of the United Nations system and, when feasible, the resident coordinator system. The main beneficiaries under the subprogramme will be government institutions of the countries of the region, especially the authorities and officials responsible for social policy management (design, implementation and evaluation); regional and subregional organizations; academic institutions and other research centres and non-governmental organizations. Cooperation is envisaged with other regional commissions, intergovernmental and multilateral institutions, as well as South-South cooperation.

18.100 The subprogramme plans to support member States on issues related to COVID-19 by providing counterparts with up-to-date knowledge through the Observatory on Social Development in Latin America and the Caribbean web tool and by assisting Governments in tackling the socioeconomic consequences of COVID-19 through advisory services and knowledge-sharing activities in social policy areas affected by the crisis.

18.101 The above-mentioned work is expected to result in:

(a) A deeper understanding of the structural social challenges and disparities that characterize the region;

(b) Measures and public policies promoting greater social and economic equality and overall well-being of the people of the region.

18.102 As specified in more detail in result 3 below, the planned support on issues related to COVID-19 is expected to result in expanding social protection systems, that take into consideration the social impact of the pandemic as one of the challenges to tackle in the coming years.

## Programme performance in 2020

18.103 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Adoption of the national policy on social protection and promotion in Haiti

18.104 At the request of Haiti, the subprogramme has been assisting the Government with the development of a coherent social protection strategy. Together with the World Food Programme and ECLAC subregional headquarters in Mexico, ECLAC assisted the Ministry of Social Affairs and Labour of Haiti in the conceptualization, drafting, discussion, and costing of such a strategy.

18.105 The subprogramme built on the work carried out in previous years to strengthen the capacities of government officials, especially those in the Ministry of Social Assistance and Labour, and other stakeholders in the area of social protection, provide advisory services and contribute to the drafting and discussions about the national policy on social protection and promotion. Furthermore, the subprogramme developed a report on the costs of implementing the cash transfers proposed as part of that policy.

### *Progress towards the attainment of the objective, and performance measure*

18.106 The above-mentioned work contributed to the objective, as demonstrated by the adoption of the National policy on social protection and promotion by the Government of Haiti in June 2020 (see table 18.6).

Table 18.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
The Government of Haiti identified and filled capacity gaps with regard to policy development in the area of social protection	The Government of Haiti accessed a wide range of technical assistance to support the development of a national policy on social protection and promotion	The Government of Haiti adopted the national policy on social protection and promotion and an agreement on the costing of the implementation of cash transfer programmes

### Impact of COVID-19 on subprogramme delivery

18.107 In response to the pandemic, the subprogramme identified a demand for the development of a database on social protection interventions and for reports on the social impact of the pandemic as part of the Commission's comprehensive analyses made available through the COVID-19 Observatory web tool. Those activities made it possible to support member States on policy issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely technical cooperation on social protection and institutional improvement. The new deliverables contributed to results in 2020, as specified under result 3 below.



## Planned results for 2022

18.108 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: achieving the implementation of a regional commitment towards inclusive social development<sup>7</sup>**

#### **Programme performance in 2020**

18.109 Under the direction of the Presiding Officers of the Regional Conference on Social Development, the subprogramme coordinated activities to implement the Regional Agenda for Inclusive Social Development, adopted in 2019. To that end, the subprogramme set up working groups with countries in order to expand networking and South-South cooperation. Furthermore, the subprogramme organized five virtual meetings and a virtual community of practice to facilitate discussions on social protection and social inclusion among representatives of national social authorities.

18.110 The above-mentioned work contributed to the identification of common implementation challenges in tackling the social impact of the COVID-19 pandemic, the sharing of data on 263 emergency social protection programmes during 2020, and policy design to enhance social protection and social inclusion, such as the assistance to Haiti, mentioned above, and the Jajapo national poverty reduction plan in Paraguay as part of that country's social protection system, which met the planned target of Latin American and Caribbean countries developing strategies for improving institutional frameworks and formulating good-quality policies in order to implement their commitment to inclusive social policies that leave no one behind, reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

18.111 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 on implementing the mandates of the Regional Conference on Social Development in Latin America and the Caribbean, maintaining the Observatory on Social Development in Latin America and the Caribbean web tool and developing a workplan for the implementation of the Regional Agenda for Inclusive Social Development. The expected progress is presented in the performance measure below (see table 18.7).

Table 18.7  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Countries identified obstacles in the area of inclusive social development in countries of the region	Countries committed to inclusive social development, in line with the 2030 Agenda	Countries developed strategies for improving institutional frameworks and formulating good-quality policies in	Countries implement social policies and programmes that promote inclusive social development	Countries develop policies and programmes in line with the workplan of the Regional Agenda for Inclusive Social Development

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		order to implement their commitment to inclusive social policies that leave no one behind		

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: improved and more effective, efficient, transparent and sustainable social policy institutions<sup>8</sup>**

### **Programme performance in 2020**

18.112 The subprogramme assisted countries in improving their policy institutions in various policy areas. In Chile, ECLAC was invited to join the social cohesion council coordinated by the Ministry of Social Development and Family and contribute to its analysis and to the drafting of a report with recommendations to mainstream social cohesion as a cross-cutting and long-term objective for all public policies. The subprogramme developed and maintained the Observatory on Social Development in Latin America and the Caribbean web tool with up-to-date information on social institutions, social expenditure and non-contributory social protection programmes in the countries of the region, among other things. The subprogramme assisted countries with data and policy analysis related to the social crisis resulting from the pandemic in the form of special reports made available through the COVID-19 Observatory web tool, such as a study on the institutional innovations and challenges of social information systems and social registries in 15 countries of Latin America. Furthermore, in collaboration with the ECLAC subregional headquarters in the Caribbean, the International Labour Organization, the United Nations Human Settlements Programme and Caribbean Catastrophe Risk Insurance Facility, the subprogramme assisted 18 Caribbean member States and associated members with a virtual workshop entitled “Leaving no one behind in the Caribbean”, which was aimed at building resilience and sustainable development through universal social protection.

18.113 The above-mentioned work contributed to an expansion of the collaboration with and between countries and with eight social policy institutions based in countries that include Chile, El Salvador, Guatemala, Honduras and Paraguay that acknowledge improvements in the public action they take as a result of technical assistance provided by ECLAC, which met the planned target of eight such social policy institutions reflected in the programme budget for 2021.

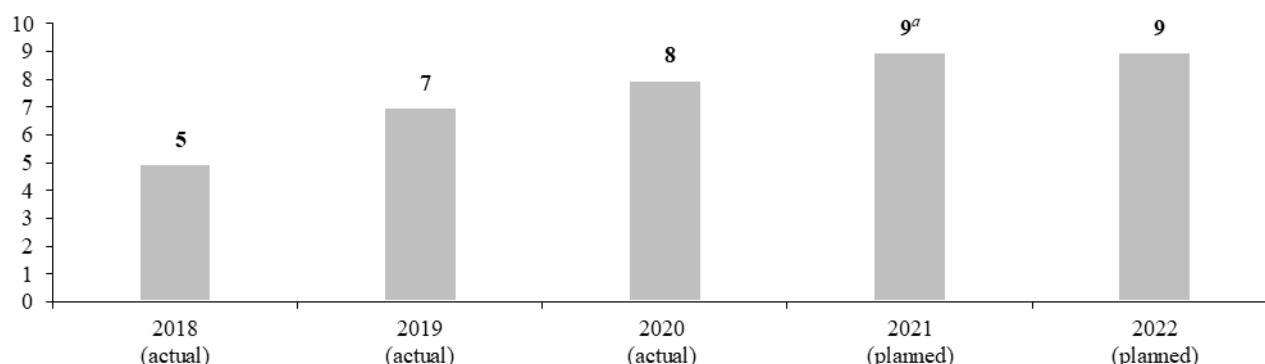
### **Proposed programme plan for 2022**

18.114 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 keep the Observatory on Social Development in Latin America and the Caribbean web tool up to date, produce new policy analysis reports and develop new forms of policy analysis, provide technical assistance to the Governments of the region and expand new spaces for South-South cooperation. The expected progress is presented in the performance measure below (see figure 18.XII).

<sup>8</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 18.XII

**Performance measure: number of social policy institutions acknowledging improvements in their public action as a result of technical assistance provided by ECLAC (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: advancing innovative sectoral and intersectoral social policies to address inequalities affecting vulnerable populations**

#### **Proposed programme plan for 2022**

18.115 Latin America and the Caribbean have seen increases in levels of poverty and inequality as a consequence of the COVID-19 pandemic. The pandemic arose in a highly uncertain context marked by structural inequalities as well as by the increased challenges and opportunities of digitalization and the fourth industrial revolution, changes in population structures associated with age and migration, morbidity and mortality transitions, as well as by climate change and disasters. The subprogramme will focus on social analysis and policy proposals relating to the social impacts of the pandemic and emerging transformations. The proposed programme plan for 2022 will enhance sectoral and intersectoral social policies to expand the opportunities while leaving no one behind.

#### *Lessons learned and planned change*

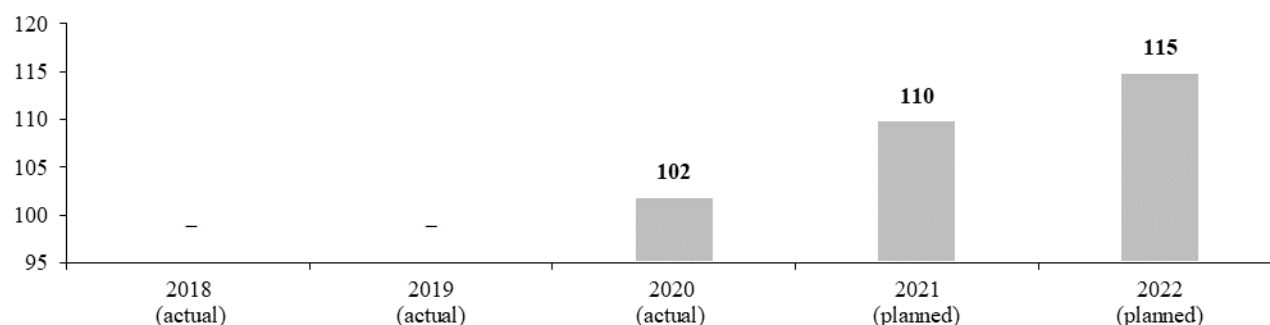
18.116 The lesson for the subprogramme was that there was a need for support to increase the adoption of and adapt to the use of new technologies and that it was important to close digital inclusion gaps, among other things. It has shown that the work of the subprogramme could be adapted by developing new processes to cover new populations and needs and shifting from face-to-face to virtual missions and seminars with positive effects on efficiency and the environment, among other innovations. In applying the lesson, the subprogramme will attempt to expand the use of technologies in a mix of virtual and in-person advisory and technical assistance work to facilitate the work of the subprogramme with countries. Furthermore, the subprogramme will focus on cooperation and knowledge-sharing among countries.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.117 This work is expected to contribute to the objective, as demonstrated by survey results for the number of national officers who report that seminars, workshops, technical reports and advisory services of the subprogramme have increased their knowledge and capacities to improve their work in dealing with new challenges related to social issues (see figure 18.XIII).

Figure 18.XIII

**Performance measure: number of national officers acknowledging that they increased their capacity to develop innovative sectoral and intersectoral social policies (annual)**



## Legislative mandates

18.118 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms	71/178 71/180 71/191	Rights of indigenous peoples International Convention on the Elimination of All Forms of Racial Discrimination The right to food
66/165	Protection of and assistance to internally displaced persons	71/197	Globalization and its impact on the full enjoyment of all human rights
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief	72/235 73/141	Human resources development
66/172	Protection of migrants		Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/126; 72/142	Promoting social integration through social inclusion	73/142	Inclusive development for and with persons with disabilities
70/127	Policies and programmes involving youth		Human rights and extreme poverty
70/131	Convention on the Elimination of All Forms of Discrimination against Women	73/163 73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
70/132	Improvement of the situation of women and girls in rural areas		A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
70/138	The girl child	73/262	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
70/153	Enhancement of international cooperation in the field of human rights		Political declaration of the high-level meeting on universal health coverage
70/163	National institutions for the promotion and protection of human rights		
70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	73/291	
70/223	Agriculture development, food security and nutrition	74/2	
71/177	Rights of the child		

### Economic and Social Council resolutions

2009/5	Recovering from the crisis: a Global Jobs Pact	2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean
2012/11	Mainstreaming disability in the development agenda		

2016/8	Rethinking and strengthening social development in the contemporary world	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

*Economic Commission for Latin America and the Caribbean resolution*

722 (XXXVII); Regional Conference on Social Development  
742 (XXXVIII) in Latin America and the Caribbean

## Deliverables

18.119 Table 18.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.8

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>1</b>	–	<b>10</b>	<b>1</b>
1. Meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	1	–	1	1
2. Session of the Regional Conference on Social Development in Latin America and the Caribbean	–	–	9	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
3. Field projects on social protection, social and labour inclusion policies, human capacities and a human rights approach within social protection systems; social investment and emerging challenges for social policies	2	2	2	1
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>14</b>	<b>14</b>
4. Meetings of experts to analyse the formulation of new policy recommendations on the rights of specific population groups; to examine mechanisms to promote better coordination within social protection systems, with a rights and equality approach; to examine mechanisms that contribute to increasing coverage and ensuring progressive equality within national social protection systems; to examine the advances and challenges of public policies for labour and productive inclusion	4	4	8	8
5. Training activities on policies on poverty reduction, equality and well-being, and policy formulation for poverty alleviation, access to social protection networks and capacity-building	6	6	6	6
<b>Publications</b> (number of publications)	<b>7</b>	<b>6</b>	<b>9</b>	<b>9</b>
6. <i>Social Panorama of Latin America</i>	1	–	2	1
7. Country office studies: ECLAC office in Bogotá, study on inclusive social and production policies, and critical obstacles to inclusive social development in Colombia; ECLAC office in Buenos Aires, study of social and labour trends in Argentina; and ECLAC office in Montevideo, study on broad aspects of social policy, poverty and inequality in Uruguay	1	1	3	3

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
8. Studies on topics including social rights among specific population groups, social protection including access to decent work, poverty reduction and income distribution, education, and social policies and programmes	5	5	4	5
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
9. Technical materials on social development policies; analytical and methodological proposals to foster the universal implementation of social policies and enhance their impact on equality gaps, to enhance intersectoral and inter-institutional cooperation and to increase the effectiveness and efficiency of social policies	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on social policies for equality, decision-making in social policy, and social investment and policies; analytical and methodological proposals to enhance intersectoral and inter-institutional cooperation, aimed at improving effectiveness and efficiency; design, implementation and evaluation of social policies.				
<b>Databases and substantive digital materials:</b> Observatory on Social Development in Latin America and the Caribbean, which includes databases on social development, young people, non-contributory social protection, social institutions, and regional commitments.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> knowledge management tools, including on the strengthening of the Latin American and Caribbean Network on Social Development.				

## Subprogramme 5

### Mainstreaming the gender perspective in regional development

#### Objective

18.120 The objective, to which the subprogramme contributes, is to mainstream a gender equality perspective into sustainable and inclusive development strategies in Latin American and Caribbean countries.

#### Strategy

18.121 To contribute to the objective, the subprogramme will continue to produce knowledge and develop gender statistics and indicators, expanding the scope and improving the quality of data and indicators available from the Gender Equality Observatory for Latin America and the Caribbean. The subprogramme will provide technical assistance to the countries of the region in developing policies to promote gender equality, using a rights-based approach and strengthening the capacities of national mechanisms for the advancement of women as well as those of national statistical offices. To promote increased knowledge-sharing on gender resources in the region, the subprogramme will foster increased dissemination of publications and research findings among policymakers and other relevant stakeholders. Particular attention will be devoted to the economic autonomy of women in an integrated framework, connected to physical autonomy and to decision-making autonomy. Given its cross-cutting nature, the main contributions under the subprogramme will be related to the attainment of Sustainable Development Goals 1, 3, 4, 5 (Achieve gender equality and empower all women and girls), 8, 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), 16 and 17.

18.122 The subprogramme plans to support member States on issues related to COVID-19 by focusing its knowledge-generation and research activities and its technical assistance on various possible socioeconomic scenarios in the context of the recovery from the COVID-19 pandemic.

18.123 The above-mentioned work is expected to result in:

(a) Strengthened capacities of member States in building policies for gender equality along with the implementation of the 2030 Agenda;

(b) The advancement of gender equality across the region.

18.124 The planned support on issues related to COVID-19 is expected to result in an enhanced production of gender statistics and the implementation of gender-sensitive policy recommendations aimed at reducing economic impacts by achieving rapid recovery while leaving no one behind.

### **Programme performance in 2020**

18.125 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Santiago Commitment: accelerating the implementation of the Regional Gender Agenda**

18.126 As part of the Commission's efforts to respond to the ongoing challenge of achieving gender equality in the region, the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean was held in January 2021. Organized by ECLAC with the support of UN-Women, the session was attended by representatives of the Commission's 33 member States and 6 associate members; 365 civil society organizations; 14 agencies, funds and programmes of the United Nations system; and 11 intergovernmental organizations. It is worth noting the participation of the Vice-Presidents of Colombia, Costa Rica and El Salvador, and of about 20 ministers of women's affairs and senior authorities of mechanisms for the advancement of women in the region. As part of its work to organize and prepare the session, the subprogramme actively participated in the negotiations for the Santiago Commitment, which the countries of the region adopted during the session. In it, the countries of the region pledge to take all necessary measures to accelerate the effective implementation of the Beijing Platform for Action and the Regional Gender Agenda, strengthening gender institutions and architecture through the prioritization of machineries for the advancement of women and gender mainstreaming at the different levels of the State.

#### *Progress towards the attainment of the objective, and performance measure*

18.127 The above-mentioned work contributed to the objective, as demonstrated by the adoption by the countries of the region of the Santiago Commitment, which is aimed at accelerating efforts to realize the Regional Gender Agenda (see table 18.9).

Table 18.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
<p>Equality plans launched that incorporate elements of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030:</p> <p>(a) Costa Rica: national policy for effective equality between women and men (2018–2030)</p> <p>(b) Chile: fourth national plan for equality between women and men (2018–2030)</p> <p>(c) Uruguay: national strategy for gender equality 2030</p>	<p>Member States have access to the regional progress report on the Montevideo Strategy (LC/CRM.14/5)</p>	<p>At the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean, countries of the region adopted the Santiago Commitment, which is aimed at accelerating efforts to realize the Regional Gender Agenda</p>

### Impact of COVID-19 on subprogramme delivery

18.128 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme generated knowledge by making information on national measures to address the impact of the pandemic on the autonomy of women available to Governments of the region through the COVID-19 Observatory web tool.

### Planned results for 2022

18.129 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: expanding and strengthening capacity for gender statistics in Latin America and the Caribbean<sup>9</sup>

#### Programme performance in 2020

18.130 The subprogramme has continued to deliver training to national officials on the production and use of gender statistics. The subprogramme supported an increasing number of countries that would be able to produce statistics with a gender perspective in accordance with internationally agreed methodologies and standards. Furthermore, the subprogramme was able to support the countries of the region in the formulation and development of new activities to promote gender statistics in an innovative and effective manner.

18.131 The above-mentioned work contributed to 75 national officials being trained in the production and use of statistics with a gender perspective, which exceeded the planned target of 70 national officials reflected in the proposed programme budget for 2020.

<sup>9</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

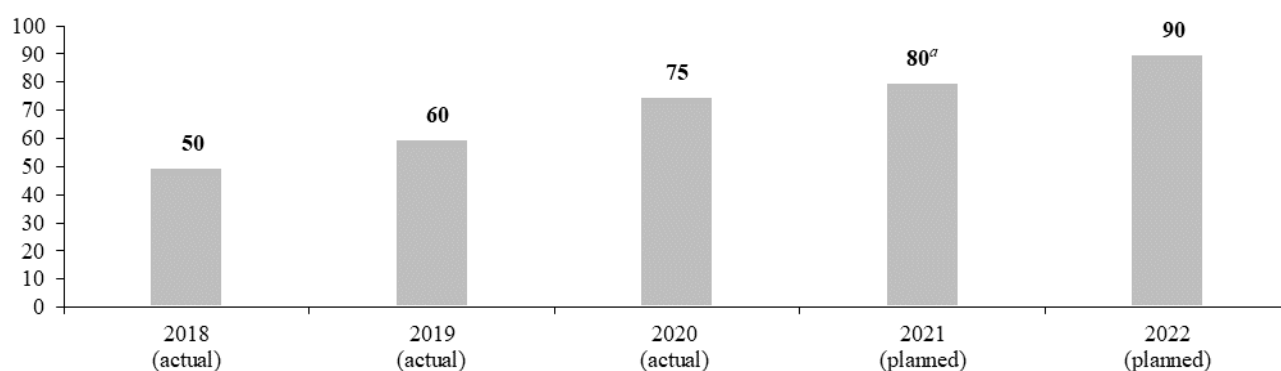


### Proposed programme plan for 2022

18.132 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 increase the offer of training courses on the production of statistics with a gender perspective. The expected progress is presented in the performance measure below (see figure 18.XIV).

Figure 18.XIV

**Performance measure: number of national officials trained in the production and use of statistics with a gender perspective (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: strengthening statistical capacities from a gender perspective<sup>10</sup>

#### Programme performance in 2020

18.133 The subprogramme has been working on the continuous improvement of gender statistics, using the Gender Equality Observatory for Latin America and the Caribbean as the main portal to disseminate key indicators on the situation of gender equality, and strengthening statistical capacities through advisory services and technical assistance for the advancement of gender equality among countries in the region. The subprogramme implemented an innovative technical assistance methodology by intensifying the use of different delivery models, such as virtual meetings and trainings using online platforms. Furthermore, the subprogramme organized several webinars for Caribbean countries, with a focus on mapping existing data, identifying gaps in the production of gender statistics and providing recommendations regarding the production, development, systematization and dissemination of statistical information and gender-sensitive indicators in order to promote the use of gender statistics for policymaking to ensure that no women and girls are left behind, in keeping with the commitments set out in the Regional Gender Agenda and the 2030 Agenda.

18.134 The above-mentioned work contributed to 74 national officials being certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean, which met the planned target of 74 reflected in the programme budget for 2021.

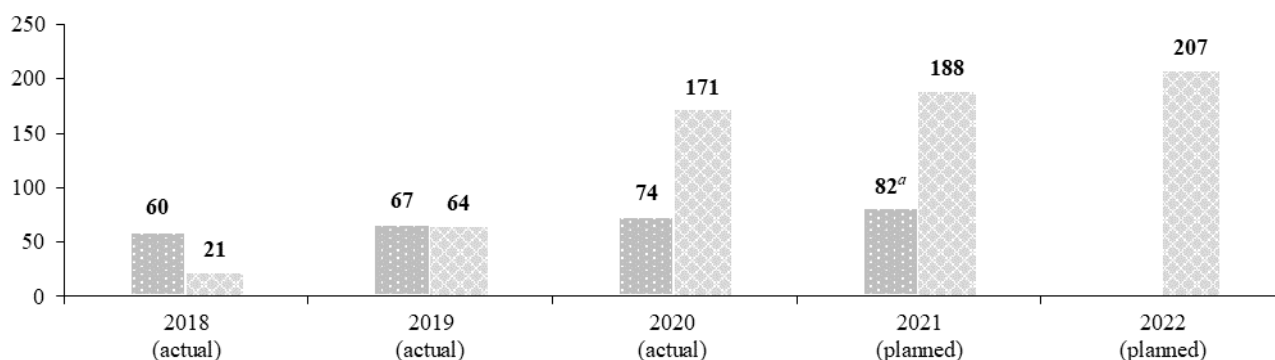
<sup>10</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

18.135 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 gender mainstreaming in sustainable and inclusive development strategies in the countries of Latin America and the Caribbean. The expected progress is presented in the updated performance measure below (see figure 18.XV).

Figure 18.XV

**Performance measure: total number of national officials certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean, and total number of national officials certified in mainstreaming gender in public policies (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: increased capacity to formulate and develop gender equality policies

#### Proposed programme plan for 2022

18.136 In order to continue to incorporate the gender equality perspective into the sustainable and inclusive development strategies of countries of Latin America and the Caribbean, it is important to continue to strengthen their capacity to design, develop and implement gender equality policies in line with the Regional Gender Agenda, the 2030 Agenda and other international agreements. The subprogramme has provided technical assistance to institutions in the region to develop innovative and effective public policies that support and sustain a gender equality architecture that is based on a solid and interconnected institutional framework that incorporates a gender perspective.

#### *Lessons learned and planned change*

18.137 The lesson for the subprogramme was that there was a need to adjust to the growing demand for technical assistance among the countries of the region owing to the economic, political, social and environmental uncertainties, which have been exacerbated by the pandemic and limited resources. This difficulty was successfully overcome by establishing collaborative work strategies, greater support networks and work efficiency within the team. In applying the lesson, the subprogramme will endeavour to detail the decision criteria for future technical assistance, improving the results-based management model. Technical assistance will be focused on formulating gender equality policies that address problems related to the autonomy of women and that include efforts to overcome poverty in terms of both money and time, on achieving equal pay, on ending discrimination in the labour market, on

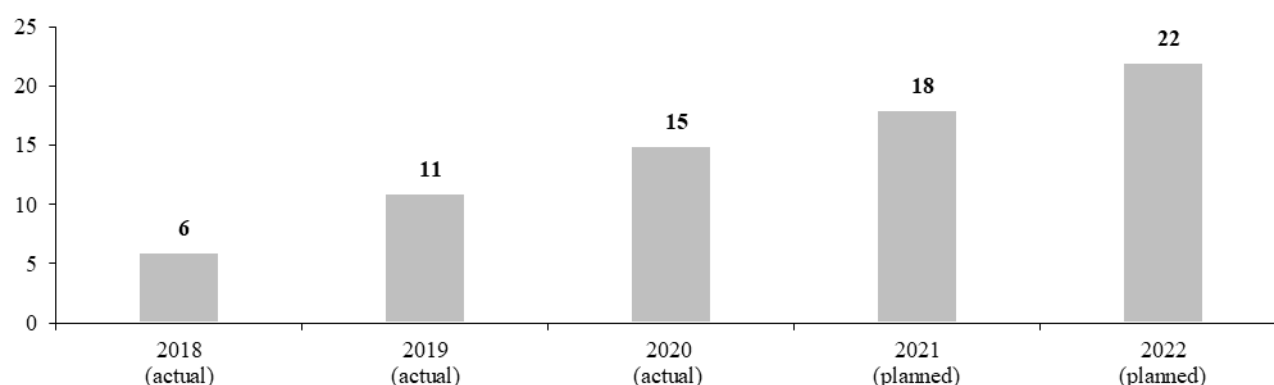
adapting the biased or insufficient social protection model, and on issues of inequality based on the sexual division of labour (unpaid domestic and care work).

*Expected progress towards the attainment of the objective, and performance measure*

18.138 This work is expected to contribute to the objective, as demonstrated by the number of stakeholders, including relevant institutions in the region, reporting an improvement in the formulation and development of gender equality policies (see figure 18.XVI).

Figure 18.XVI

**Performance measure: total number of stakeholders in the region reporting an improvement in the formulation and development of gender equality policies (cumulative)**



## Legislative mandates

18.139 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

66/165; 68/180	Protection of and assistance to internally displaced persons	68/192	Improving the coordination of efforts against trafficking in persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	68/228	Human resources development
66/173	Follow-up to the International Year of Human Rights Learning	69/132	Global health and foreign policy
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	69/146	Follow-up to the Second World Assembly on Ageing
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families	69/147	Intensification of efforts to eliminate all forms of violence against women and girls
68/160	Enhancement of international cooperation in the field of human rights	69/176	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders	69/183	Human rights and extreme poverty
68/191; 70/176	Taking action against gender-related killing of women and girls	69/187	Migrant children and adolescents
		69/236	World Survey on the Role of Women in Development
		70/127	Policies and programmes involving youth
		70/130	Violence against women migrant workers
		70/131	Convention on the Elimination of All Forms of Discrimination against Women
		70/132	Improvement of the situation of women and girls in rural areas

70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
70/138	The girl child	73/151	Office of the United Nations High Commissioner for Refugees
70/147	Protection of migrants	73/153	Child, early and forced marriage
71/170	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: domestic violence	73/154	Protecting children from bullying
		73/155	Rights of the child
		73/171	The right to food
72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons	73/179	The right to privacy in the digital age
		73/209	Protection of persons in the event of disasters
73/17	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	73/210	Strengthening and promoting the international treaty framework
		73/294	Twenty-fifth anniversary of the Fourth World Conference on Women
73/146	Trafficking in women and girls	73/302	United Nations action on sexual exploitation and abuse

### *Economic and Social Council resolutions*

2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons	2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
2009/15	Future organization and methods of work of the Commission on the Status of Women	2015/21	Taking action against gender-related killing of women and girls
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women	2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

### *Economic Commission for Latin America and the Caribbean resolutions*

657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean	699 (XXXVI)	Regional Conference on Women in Latin America and the Caribbean
		719 (XXXVII); 739 (XXXVIII)	Regional Conference on Women in Latin America and the Caribbean

## **Deliverables**

18.140 Table 18.10 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 18.10

**Subprogramme 5: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>25</b>	<b>25</b>	<b>12</b>	<b>14</b>
1. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	12	12	9	1
2. Subregional preparatory meetings in the Caribbean, South America and Central America	–	–	–	3
3. Session of the Regional Conference on Women in Latin America and the Caribbean	10	10	–	10
4. Meeting with agencies and organizations participating in the Gender Equality Observatory for Latin America and the Caribbean	3	3	3	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Field projects on unpaid work and social protection of women; gender equality and sustainable development policies; and the economic and physical autonomy of women	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>
6. Training programme on public policies for gender equality for government agencies, the economic autonomy of women, planning for development with a gender perspective and gender statistics for government agencies	5	5	5	8
7. Meetings to consider priority issues emerging from the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean on the evaluation of best practices and challenges in the implementation of gender policies, the promotion of an economic agenda for gender equality, monitoring of the 2030 Agenda, and the analysis of policies on gender equality and the autonomy of women; inter-agency meetings with programmes, funds and specialized agencies of the United Nations system, and with governmental agencies and organizations involved in the Gender Equality Observatory for Latin America and the Caribbean	3	3	3	1
<b>Publications</b> (number of publications)	<b>7</b>	<b>7</b>	<b>5</b>	<b>6</b>
8. Publications, documents and studies on gender, including on gender mainstreaming policies, the economic and physical autonomy of women, poverty from a gender perspective, and implementation of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030	7	7	5	5
9. Position document for the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean	–	–	–	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on public policies for gender mainstreaming and institution-building, methodologies and tools for public policymaking, and on matters relating to the fulfilment of international agreements on gender equality.				
<b>Databases and substantive digital materials:</b> Gender Equality Observer for Latin America and the Caribbean website, and ECLAC website on gender statistics with data from household and time-use surveys and other sources.				

## Subprogramme 6

### Population and development

#### Objective

18.141 The objective, to which this subprogramme contributes, is to fully integrate population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean.

## Strategy

18.142 To contribute to the objective, the subprogramme will provide national and local institutions with training on demographic analysis, population estimates and projections; provide technical support in the follow-up to international agreements (including the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing and the Global Compact for Safe, Orderly and Regular Migration), with a gender-sensitive, disability and ethnic approach, and in the follow-up of the population-related targets of the 2030 Agenda; and generate knowledge of population and demographic trends in the region to underpin evidence-based policymaking. In the context of the regional implementation of the 2030 Agenda, the main contributions will be related to Sustainable Development Goals 5, 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), 10 and 17. The subprogramme will improve the use of census data, vital statistics and surveys through the generation of data and development of procedures, computer programs and information systems. Furthermore, the subprogramme will provide technical assistance in the inclusion of sociodemographic inputs in the design and implementation of public policies at the national and local levels. Workshops and seminars will be held to facilitate South-South cooperation, networking and the sharing of successful experiences. In addition, applied research and analysis on key issues such as population ageing, adolescent fertility, persons with disabilities, international migration and the socioeconomic impact of demographic transition, including recommendations on how to reduce inequalities, will be carried out and disseminated through publications. Information and communications technologies will be used to reach the wider public.

18.143 To further contribute to the objective, the work of the subprogramme will be carried out in close cooperation with other ECLAC subprogrammes and the subregional headquarters. The Commission will work with and seek to foster synergies with other United Nations entities involved in the population cluster and other international and intergovernmental organizations. It will strive to continue to play a leading role for the region in the United Nations Network on Migration and in other networks relevant to population issues such as the National Transfer Accounts network. The permanent participation of relevant civil society organizations will be encouraged.

18.144 The main beneficiaries of the subprogramme activities will be government authorities and officials from the region, particularly those working on population-related issues in ministries of planning, social programming, health, education, gender and ethnic affairs and housing, and in national statistical offices. Other beneficiaries will include public, private and civil society entities, organizations of indigenous peoples, professional associations and academia.

18.145 The subprogramme plans to support member States on issues related to COVID-19 by focusing on the impact the pandemic has had on different population groups and the need to consider those diverse situations in development planning. Evidence-based recommendations and national experiences will be shared and analysed in several formats, including virtual dialogues and training.

18.146 The above-mentioned work is expected to result in:

- (a) National capacities to monitor population trends being strengthened;
- (b) Population and development issues being addressed.

18.147 As specified in more detail in the result that emerged during 2020, the planned support on issues related to COVID-19 is expected to result in strengthened national capacities to identify and respond to the needs of various population groups that have experienced a disproportionate impact from the pandemic and during recovery, resulting in greater inequality and increased vulnerability.

## Programme performance in 2020

18.148 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 capacity for policy responses aimed at addressing the impact of COVID-19 on vulnerable populations

18.149 As the pandemic was progressing, there was an urgent need to assess its impact on various population groups that were at risk of increased vulnerability, given the deep structural inequalities in the region. New information and capacities were needed to enhance the policy response in both the short and medium terms. The Government of Peru, in its capacity as Chair of the Regional Conference on Population and Development in Latin America and the Caribbean, proposed a process of analysis and dialogue on the impact that COVID-19 was having on several population groups. The proposal was supported by the countries acting as presiding officers of the same conference. The subprogramme responded by leading various studies and dialogues during the second half of 2020.

18.150 The subprogramme raised the visibility of various issues of public interest, as well as of the population groups that were hit the hardest by the pandemic. It made more information, knowledge and tools available to Governments to inform their decision-making processes by analysing the effects of COVID-19 on those groups, such as international migrants, older persons, indigenous peoples, populations of African descent and people with disabilities. National policies were examined to contribute to the identification of possible gaps and formulate recommendations. To disseminate those tools, the subprogramme facilitated a process of high-level and technical regional dialogues among representatives of countries and thousands of representatives of civil society, academia and other interested stakeholders, who participated actively and exchanged experiences. For each dialogue, a summary of the key takeaways was compiled and made public.

#### *Progress towards the attainment of the objective, and performance measure*

18.151 The above-mentioned work contributed to the objective, as demonstrated by public institutions having increased knowledge about and capacities to implement policy measures aimed at mitigating the risks and easing the impact of COVID-19 on vulnerable populations (see table 18.11).

Table 18.11  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	More than 15 public institutions increased their knowledge about and capacities to implement policy responses and measures aimed at

2018 (actual)

2019 (actual)

2020 (actual)

mitigating the risks and easing the impacts of the COVID-19 pandemic on vulnerable populations, in particular migrants, older persons, indigenous peoples, populations of African descent and people with disabilities

### Impact of COVID-19 on subprogramme delivery

18.152 Owing to the impact of COVID-19 during 2020, the subprogramme moved planned in-person activities to virtual formats in response to travel restrictions and shifted its focus to address emerging public policy challenges in the area of population and development. The regional specialization course on demographic analysis for sustainable development, delivered over the course of about four months, was successfully moved online, as were two virtual workshops on the use and processing of census data using REDATAM software (REDATAM is an acronym that stands for “retrieval of data for small areas by microcomputer”), which is used to report on 2030 Agenda indicators. Virtual work sessions were held with national statistical offices to deliver technical assistance in population and housing censuses (to 13 countries) and in population estimates and projections (to 7 countries). In addition, four webinars were held on the effects of the COVID-19 pandemic on the 2020 census and five technical meetings were held on census data collection and processing for the development of regional guidelines in the issue. Given the impact of the COVID-19 pandemic, the Regional Conference on Population and Development in Latin America and the Caribbean and the meeting on the regional review of the implementation of the Global Compact for Migration were postponed to 2021. These changes had an impact on the programme performance in 2020, as specified under result 1.

18.153 At the same time, however, the subprogramme identified a greater impact on specific population groups and the need for new activities to support member States on issues related to COVID-19, related to tools for evidence-based policies covering different population groups within the overall scope of its objectives. In this regard, the subprogramme provided COVID-19 related technical assistance and published and presented studies with policy recommendations and analysis of regional experiences through virtual means. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

18.154 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: a new wave of demographers informing policies<sup>11</sup>

#### Programme performance in 2020

18.155 The subprogramme has successfully implemented a regional specialization course on demographic analysis for sustainable development, delivered over the

<sup>11</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).



course of about four months, with 36 participants belonging to the following groups: national statistical offices (21 participants), governmental institutions (8 participants) and universities and civil society organizations (7 participants) from the following 12 countries: Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Panama, Peru and Uruguay. The subprogramme changed the course format from blended learning to completely virtual learning by replacing the face-to-face phase with online classes. This required an enormous effort to redesign the course over a short period, which shows the subprogramme's high capacity to adapt to the new conditions dictated by COVID-19.

18.156 The above-mentioned work contributed to national statistical offices and other relevant institutions increasing capacity in the production and analysis of demographic information and in the availability of trained trainers who will eventually give training in demography, while 36 students attended the course, including 3 representing the University of Panama, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

18.157 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 increase the reach of the training to include participants from new countries. The expected progress is presented in the performance measure below (see table 18.12).

Table 18.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
A comprehensive regional course in demography is not available	A course in selected themes in demography is implemented; the modality for a new comprehensive regional course is developed (elaboration and development of the content and materials, institutional agreements with host country and cooperation funds, and call for and selection of participants)	National statistical offices and other relevant institutions increase their capacity in the production and analysis of demographic information, with 36 students mostly belonging to national statistical institutions attending the course, including 3 representing the University of Panama	Additional national statistical offices and other relevant institutions increase their capacity in the production and analysis of demographic information and the availability of trained trainers, increasing the accumulated impact of the course	National statistical offices and other relevant institutions increase their capacity to produce and analyse demographic information, participants from at least two new countries of the region are included

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: more countries have improved information to support policies to address migration in the region<sup>12</sup>**

### **Programme performance in 2020**

18.158 The subprogramme has supported countries of the region in identifying gaps in their statistical systems, provided technical assistance and facilitated the exchange of national experiences with a view to improving those systems and better informing public policymaking. The subprogramme has been promoting a coordinated perspective in order to include all public data sources, as well as the possible contribution of academia. The subprogramme has been consulting a broad spectrum of stakeholders, including civil society organizations, to better understand the situation of regional migrants and their contributions to development.

18.159 The above-mentioned work contributed to 12 countries presenting their first report on the implementation of the Global Compact for Migration and progress on chapter F of the Montevideo Consensus on Population and Development, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

18.160 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 actively contribute to efforts to ensure regional participation in the global review of the implementation of the Global Compact for Migration, and in the discussion and exchange of experiences with respect to migration in Latin America and the Caribbean to improve public policies. The expected progress is presented in the performance measure below (see table 18.13).

Table 18.13  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Countries adopt the Global Compact for Safe, Orderly and Regular Migration, which complements the 2030 Agenda for Sustainable Development and the Montevideo Consensus on Population and Development	Countries prepare data and identify gaps for the first review of the implementation of the Global Compact for Safe, Orderly and Regular Migration	12 countries present their first report on the implementation of the Global Compact for Migration and progress on chapter F of the Montevideo Consensus	Countries have improved data to support the implementation and follow-up of the Global Compact for Migration (global review to be carried out in 2022) and the Montevideo Consensus (regional review to be carried out in 2022)	Countries of the region participate in the global review process with improved data

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>12</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Result 3: increased national capacities to prepare population estimates and projections at the subnational level

#### Proposed programme plan for 2022

18.161 Population estimates and projections are fundamental tools in public planning, management, and resource allocation. They represent the denominator of a large part of the monitoring indicators for the 2030 Agenda and, in the context of COVID-19, updated figures are required to focus actions. Although the region is heterogeneous, in general terms, challenges remain in the preparation of population estimates, especially with respect to the levels of disaggregation and frequency of updating. There is a deficit of trained specialists and methodological and technological resources to support the development of population estimates and projections. Historically, the subprogramme has focused on the national level when working in this area, but the demand for estimates and projections at the subnational level and other disaggregation has been growing. In that regard, technical assistance missions have been carried out to some countries in the region, birth and death records have been evaluated – basic inputs for this task – and pertinent technical material has been prepared.

#### *Lessons learned and planned change*

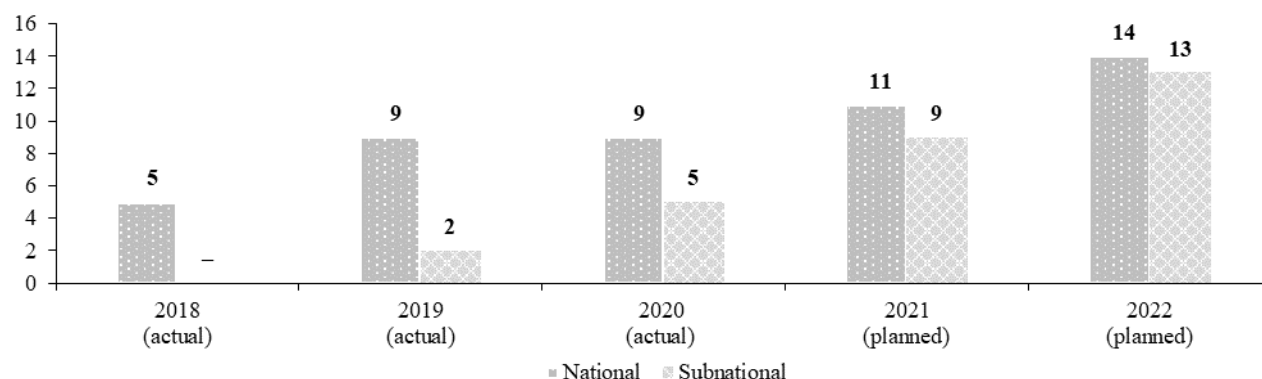
18.162 The lesson for the subprogramme was that there was an increased demand for microdata on births and administrative registries on user-friendly technological platforms to facilitate development and continuous updates, including methodological and technological improvements needed to ensure the accuracy of data collection. In applying the lesson, the subprogramme will implement the following activities to address those needs: technical assistance to the countries of the region, the development of microdata databases on vital statistics in REDATAM, training courses and the preparation of technical support material.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.163 This work is expected to contribute to the objective, as demonstrated by the availability of updated population estimates and projections prepared by national technical teams strengthened at the national and subnational levels, or other disaggregation (see figure 18.XVII).

Figure 18.XVII

**Performance measure: total number of countries that updated their population estimates and projections at the national and subnational levels, or other disaggregation (cumulative)**



## Legislative mandates

18.164 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	70/157	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
59/174	Second International Decade of the World's Indigenous People	70/159	Globalization and its impact on the full enjoyment of all human rights
61/295	United Nations Declaration on the Rights of Indigenous Peoples	70/163	National institutions for the promotion and protection of human rights
65/198	Indigenous issues	70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
68/134; 71/164	Follow-up to the Second World Assembly on Ageing		
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
		70/179	Improving the coordination of efforts against trafficking in persons
68/179	Protection of migrants	71/165	Inclusive development for persons with disabilities
70/138	The girl child		
70/140	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	71/177	Rights of the child
		71/178	Rights of indigenous peoples
		71/180	International Convention on the Elimination of All Forms of Racial Discrimination

### *Economic and Social Council decisions*

Decision 2012/232	Special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014	Decision 2013/237	Report of the Commission on Population and Development on its forty-sixth session and provisional agenda for its forty-seventh session
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### *Economic Commission for Latin America and the Caribbean resolutions*

569 (XXVII)	Latin American and Caribbean Demographic Centre-Population Division of ECLAC	657 (XXXIII); 670 (XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
615 (XXXI)	International migration	681 (XXXV); 723 (XXXVII)	Regional Conference on Population and Development in Latin America and the Caribbean
644 (XXXII)	Population and development: priority activities for the period 2008–2010		

## Deliverables

18.165 Table 18.14 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 18.14

**Subprogramme 6: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>9</b>	–	<b>18</b>	<b>9</b>
1. Session of the Regional Conference on Population and Development in Latin America and the Caribbean	9	–	9	9
2. Meetings of the Presiding Officers of the Conference	–	–	9	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
3. Field and technical cooperation projects in the areas of migration; socioeconomic impact of population dynamics; indigenous peoples and people of African descent; and ageing, taking a gender-sensitive approach	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>75</b>	<b>66</b>	<b>72</b>	<b>73</b>
4. Meetings of experts on demographic change and its consequences for development, including issues related to indigenous people and people of African descent; ageing-related issues, persons with disabilities and migrants; implementation of recommendations of the Regional Conference on Population and Development; and population censuses	10	8	8	5
5. Workshops on demographic analysis and projections; REDATAM <sup>a</sup> (information system on censuses); sociodemographic variables and emerging issues in development policies, programmes and projects; and population and development	21	14	16	20
6. Course on demographic analysis with a gender-sensitive approach	44	44	44	44
7. ECLAC office in Buenos Aires: courses on quantitative analytical methods and techniques	–	–	4	4
<b>Publications</b> (number of publications)	<b>10</b>	<b>10</b>	<b>9</b>	<b>8</b>
8. Publications on demography, and on population and development	3	3	3	3
9. Studies on demography and gender; demographic trends of indigenous people and people of African descent; trends of sociodemographic persons with disabilities; and population and development	7	7	5	5
10. ECLAC office in Buenos Aires: study on socioeconomic development in the provinces of Argentina	–	–	1	–
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
11. Studies and documents on population projection and censuses	1	1	1	1
12. Newsletters on ageing and development; and on REDATAM <sup>a</sup>	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on population and development; data collection, demographic analysis and methodologies for population projections and estimates; REDATAM software for the processing, analysis and dissemination of census data; <sup>a</sup> incorporation of sociodemographic variables into development policies, programmes and projects, taking a gender-sensitive approach and considering specific groups; intergovernmental forums in the region on population and development issues; implementation of the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, the 2030 Agenda for Sustainable Development, and the Global Compact for Safe, Orderly and Regular Migration.				
<b>Databases and substantive digital materials:</b> databases on demographic trends and population projections, spatial distribution and urbanization; indigenous and peoples of African descent, maternity and migration; REDATAM software for the processing, analysis and dissemination of census data; and platform to follow up on the implementation of the Montevideo Consensus on Population and Development.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> subprogramme's pages on the ECLAC website.				

<sup>a</sup> REDATAM is an acronym that stands for “retrieval of data for small areas by microcomputer”. REDATAM+SP (abbreviated R+SP) is the most recent version of the fourth generation of the software. It can be used in English, Portuguese or Spanish.

## **Subprogramme 7**

### **Sustainable development and human settlements**

#### **Objective**

18.166 The objective, to which this subprogramme contributes, is to ensure the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, with a rights-based approach and ensuring that no one is left behind.

#### **Strategy**

18.167 To contribute to the objective, the subprogramme will enhance knowledge of the region's economic, social and environmental profiles. It will continue to convene and involve Governments, academic institutions, civil society and other stakeholders to foster participatory decision-making. To support the integration of the aforementioned concerns in policymaking and policy implementation, the subprogramme will focus on two main types of activities: (a) assessing the advances made by countries in integrating sustainability criteria into public policies, including monitoring the implementation of principle 10 of the Rio Declaration on Environment and Development, as stated in the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (the Escazú Agreement), and providing support to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development; and (b) strengthening national capacities to design and implement public policies for the sustainability of human settlements and the implementation of the 2030 Agenda, the New Urban Agenda and the intended nationally determined contributions under the Paris Agreement. The subprogramme will conduct these activities through research, resulting in the publication of studies, the organization of expert group meetings, seminars and workshops, and the provision of technical assistance to member States upon request. In that connection, and in the light of the support provided to Governments of the region to make progress towards the implementation of the 2030 Agenda and the attainment of the Sustainable Development Goals, the subprogramme will contribute most notably to Goals 11, 12, 13 (Take urgent action to combat climate change and its impacts), 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) and 16.

18.168 The main beneficiaries under the subprogramme will be the decision-making authorities responsible for sustainable development and for human settlements. To involve all the relevant actors, the subprogramme will promote the creation of networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors related to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies. To take advantage of synergies, the subprogramme will continue to hold consultations and undertake joint actions with the specialized agencies, funds and programmes of the United Nations system, including the resident coordinator system, the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat), as well as with regional and subregional development banks.

18.169 The subprogramme plans to support member States on issues related to COVID-19 by providing support on designing economic recovery plans, in order to build back better, based on regional and national studies of specific economic sectors.

18.170 The above-mentioned work is expected to result in:

(a) Well-designed policies that take into account the three pillars of sustainable development, including policies for sustainable development and environmental performance, policies to address the economics of climate change and policies that support sustainable human settlement and inclusive cities;

(b) More effective mainstreaming of sustainable development and climate change issues into areas that extend beyond environmental institutions.

18.171 The planned support on issues related to COVID-19 is expected to result in the design of economic recovery plans in low-carbon economic sectors that create jobs and stimulate the economy.

## **Programme performance in 2020**

18.172 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Sustainable development paths: a big push for sustainability for middle-income countries within the framework of the 2030 Agenda in Latin America and the Caribbean**

18.173 Strategies, policies and planning instruments for sustainable development paths in pilot countries of the region were identified by the subprogramme on the basis of technical assistance requirements of member States and country readiness, to enable the necessary conditions for transformation to emission-reducing, resource-efficient and socially inclusive economic growth after the COVID-19 pandemic. The subprogramme provided analytical tools to support member countries in closing gaps in development, environmental degradation and territorial and social distribution in the form of proposals for a progressive structural change towards sectors with a lower carbon footprint (which is the core of the big push for sustainability), on the basis of a coherent reorientation of policies, investments, regulations and tax regimes. These policy changes are intended to reduce the environmental footprint of the economy, maintain and recover the productive capacity of natural capital and, at the same time, generate jobs and economic growth.

18.174 While certain regional activities that may facilitate a big push for sustainability were also implemented, the subprogramme focused its analysis on Brazil, Costa Rica, the Dominican Republic and Mexico, in areas such as bioeconomy, clean energy, decarbonization, sustainable urban mobility, climate change mitigation and climate change adaptation. The results of this analysis, as well as policy recommendations, were included in the document *Building a New Future: Transformative Recovery with Equality and Sustainability*, presented to ECLAC member States at the thirty-eighth session of the Commission, held in October 2020. In doing this, the subprogramme is in line with the international agenda for development, specifically the 2030 Agenda and its 17 Sustainable Development Goals, the Paris Agreement and the New Urban Agenda – three of the main international cooperation agreements currently in place.

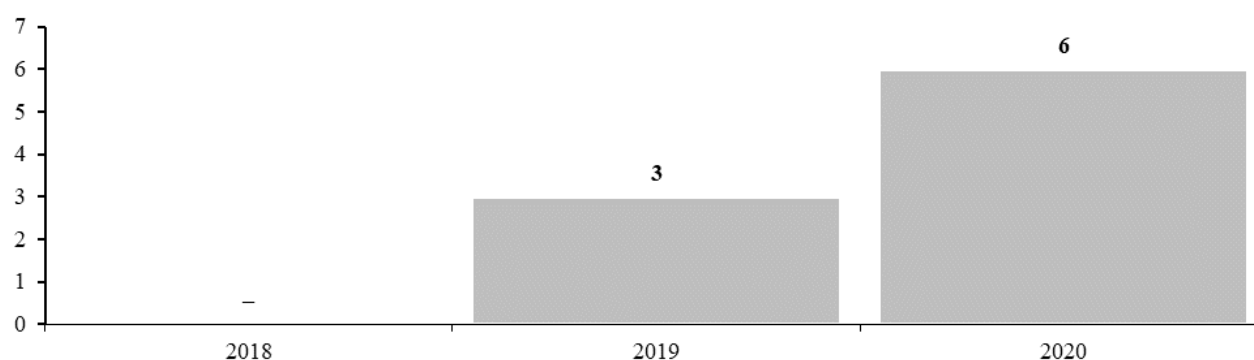
#### *Progress towards the attainment of the objective, and performance measure*

18.175 The above-mentioned work contributed to the objective, as demonstrated by the discussion at the national level of strategies for a big push for sustainability in nine areas (see figure 18.XVIII). The documents prepared were discussed in relation to national and regional contexts, some being appropriated as tools to generate

discussion and even as national policies, such as the national bioeconomy strategy adopted by Costa Rica in 2020. Other examples were a seminar on a big push for sustainable mobility, held in Brasilia; an interministerial seminar with ministers responsible for the economy and territorial development, development banks and private stakeholders to discuss national production of electric vehicles for public transportation; the formation of a parliamentary committee of the Senate of Brazil on a big environmental push; participation in the Coalition for Urban Transitions with the World Resources Institute, the National Autonomous University of Mexico, the United Kingdom of Great Britain and Northern Ireland, UN-Habitat and other stakeholders in Mexico; a seminar on long-term strategies for climate action in the Dominican Republic with the Ministry of the Economy, Planning and Development, Central Bank officials and the Ministry of the Environment and Natural Resources; and a national workshop on aligning the nationally determined contribution of the Dominican Republic with policies, measures and actions on mitigation and adaptation in the electricity sector.

Figure 18.XVIII

**Performance measure: annual number of strategies for a big push for sustainability discussed at the national level**



### Impact of COVID-19 on subprogramme delivery

18.176 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach by focusing on studies and technical assistance oriented to support economic recovery through the development of a resilient urban economy. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

18.177 At the same time, however, the subprogramme adapted activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by focusing technical assistance and conducting national and regional studies to support the design of environmental, climate and urban policies that support economy recovery from the economic recession caused by the pandemic. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

18.178 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: ensure progress towards urban sustainability for climate action<sup>13</sup>

### Programme performance in 2020

18.179 The subprogramme provided technical and advisory services to local-level government officials focused on COVID-19-related recovery and resilience planning. Scoping exercises were conducted to support cities in developing a clear picture of the socioeconomic impact of the pandemic. The subprogramme also conducted region-wide information gathering of policies and measures adopted in the urban sphere in response to the pandemic. This repository of information is a resource to support decision makers in their planning.

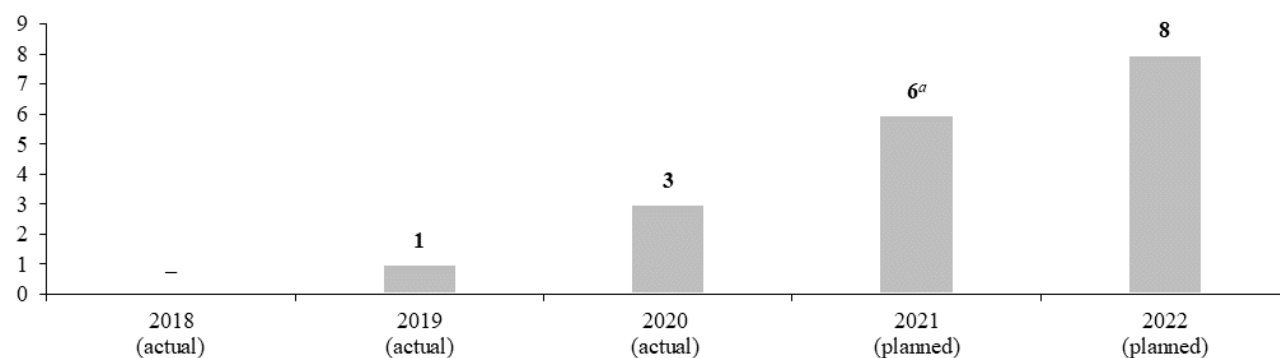
18.180 The above-mentioned work contributed to the development of three city-level sustainable urban development plans in line with ECLAC recommendations, which did not meet the planned target of four reflected in the proposed programme budget for 2020, owing to the logistical and planning restraints of the COVID-19 pandemic, the change in local government priorities in the target cities and administrative changes in government, which resulted in a discontinuation of ongoing activities.

### Proposed programme plan for 2022

18.181 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 technical advisory services and capacity-building activities to member States to support authorities in developing new, and strengthening existing, sustainable urban development plans that incorporate the urban dimension of the 2030 Agenda and the New Urban Agenda. The expected progress is presented in the performance measure below (see figure 18.XIX).

Figure 18.XIX

**Performance measure: total number of cities developing new sustainable urban development plans (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>13</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

## Result 2: improved information available for city planning in Latin American and Caribbean countries<sup>14</sup>

### Programme performance in 2020

18.182 The subprogramme focused on designing the conceptual framework of the Latin American urban and cities platform and virtual urban and cities forum and developing the corresponding web-based instruments. Substantive content was gathered, compiled, analysed and uploaded to the platform, presenting analysis at both the national and city levels for a select number of countries and cities. The subprogramme also launched a virtual community in the forum and hosted its first virtual discussion.

18.183 The above-mentioned work contributed to the launch of the Latin American urban and cities platform and virtual forum, which met the planned target reflected in the programme budget for 2021.

### Proposed programme plan for 2022

18.184 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 work to expand in depth and breadth so as to include a greater number of content types and number of cities profiled. In 2022, it will work to produce content related to the six thematic areas identified in the development of the New Urban Agenda. The expected progress is presented in the performance measure below (see table 18.15).

Table 18.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
First steps in the development of the Latin American and Caribbean urban and cities platform	Design of the platform completed, and content developed	Pre-launch of the platform (World Urban Forum)  Launch of the platform at the Regional Forum of the Latin American and Caribbean Countries on Sustainable Development	Platform fully accessible with substantive content for each of the 33 Latin American and Caribbean countries	Member States have access to additional content on the platform, including for each of the 6 thematic areas addressed in the New Urban Agenda

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>14</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Result 3: big push for sustainability for a transformative and sustainable recovery in the context of the 2030 Agenda

#### Proposed programme plan for 2022

18.185 Well-developed and well-implemented policies towards a big push for sustainability for a transformative and sustainable recovery related to urban sustainable mobility and housing, the circular economy, nature-based solutions and green fiscal and investment policies, among other things, can provide the necessary jobs, economic growth and innovation while at the same time promoting a resilient, low-carbon economy and the implementation of the Sustainable Development Goals. The subprogramme has been identifying the economic sectors that should be prioritized in order to produce the desired outcomes and analysing their potential contribution at the regional and national levels to the sustainable development approaches advocated by ECLAC.

#### *Lessons learned and planned change*

18.186 The lesson for the subprogramme was that there is growing demand for concrete case studies to illustrate how to mainstream sustainable practices, in particular for recovery efforts in the wake of the COVID-19 pandemic, that can support national capacity and development action plans. In applying the lesson, the subprogramme will support the design of public policy strategies and/or policy instruments to comply with the 2030 Agenda and nationally determined contributions, at the national and subnational levels, and mainstream them into development and other action plans or regulatory instruments. The subprogramme will support Latin American and Caribbean countries in their transition towards a sustainable low-carbon economy, overcoming the negative effects of the pandemic and in line with the 2030 Agenda and nationally determined contributions, by providing evidence, discussion spaces and technical assistance.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.187 This work is expected to contribute to the objective of a transformative recovery following the COVID-19 pandemic, as demonstrated by two additional countries in the region developing sustainable development strategies and/or policy instruments in line with the framework for sustainable development advocated by ECLAC (see table 18.16).

Table 18.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	Identification of selected sectors that drive sustainable development with low-carbon emissions	Member States have access to a comprehensive framework for a sustainable recovery	2 countries in the region develop sustainable development strategies and/or policy instruments	2 additional countries in the region develop sustainable development strategies and/or policy instruments

## Legislative mandates

18.188 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

63/281	Climate change and its possible security implications	71/228	Protection of global climate for present and future generations of humankind
64/200	International Strategy for Disaster Reduction	71/229	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/203	Convention on Biological Diversity		
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations	71/230	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	71/231	Report of the United Nations Environment Assembly of the United Nations Environment Programme
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030		
71/223	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	71/256 75/224	New Urban Agenda Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/225	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		

### *Economic and Social Council resolutions*

2017/24	Human settlements
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### *Economic Commission for Latin America and the Caribbean resolutions*

594 (XXIX)	World Summit on Sustainable Development	706 (XXXVI)	Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean		
686 (XXXV)	Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean	725 (XXXVII)	Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
693 (PLEN.30)	Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean	744 (XXXVIII)	Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean

### *United Nations Environment Assembly resolutions*

1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
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## Deliverables

18.189 Table 18.17 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 18.17

### Subprogramme 7: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>10</b>	<b>12</b>	<b>12</b>
1. Meetings of the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean	6	4	6	6
2. Meeting on the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	—	—	6	—
3. Meeting on the signatory countries to the Escazú Agreement	—	6	—	6
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
4. Field projects on adaptation to climate change and mitigation of its impact	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	<b>7</b>	<b>7</b>	<b>8</b>	<b>9</b>
5. Meetings of the expert groups on policies for sustainable development of human settlements and climate change; climate change mitigation and adaptation; environmental and urban dimensions of the 2030 Agenda; and experiences in implementing policies related to sustainable development in the region	4	4	4	5
6. Courses on sustainable development and/or environmental economics; climate change mitigation and adaption assessment and policies; human settlement issues; and strategies for the implementation of the intended nationally determined contributions	3	3	4	4
<b>Publications</b> (number of publications)	<b>8</b>	<b>8</b>	<b>8</b>	<b>11</b>
7. Studies on topics including climate change, sustainable development, environmental impact of public policies, carbon tax and low-carbon economy, green recovery policies, environmental fiscal policies, development scenarios in urban areas, sustainable consumption and production patterns, integration of public policies for sustainable development and institution-building, implementation of the New Urban Agenda with an inclusive gender perspective, and gas emissions and related public policies	8	8	8	11
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on environmental public policies related to sustainable development and urban sustainability, risk reduction and adaption, and strengthening national capacities; provision of technical cooperation services to national Governments and institutions, at their request, on assessing the progress made towards achieving sustainable development.				
<b>Databases and substantive digital materials:</b> databases on sustainable development, climate change and urban issues.				

## Subprogramme 8 Natural resources

### Objective

18.190 The objective, to which this subprogramme contributes, is to improve the governance and enhance the sustainable use and exploitation of natural resources in Latin America and the Caribbean, focusing on water resources management,

affordable, inclusive and clean energy, extractive resources efficiency, food security, sustainable agriculture and biodiversity.

## Strategy

18.191 To contribute to the objective, the subprogramme will continue to support countries of the region in the design of policies to enable the implementation of a more renewable energy matrix and water sustainability, the accomplishment of the sustainable energy transition and the sustainable management of the water cycle. The subprogramme will provide technical assistance and disseminate best practices on the regulation, supply and sustainable use of water and renewable energy. It will support member States in making progress towards the attainment of Sustainable Development Goals 6 (Ensure availability and sustainable management of water and sanitation for all) and 7.

18.192 To further contribute to the objective, the subprogramme will carry out studies on the governance of fossil and mineral resources (extractive resources), taking into consideration issues and challenges relating to the collection and use of resource rents, material efficiency and decoupling. The subprogramme will provide technical assistance and support multi-stakeholder dialogue, within the framework of more sustainable governance of the extractive industries, to foster clusters and value addition in those activities and their linkages to the rest of the economy.

18.193 In addition, to contribute to the objective, the subprogramme will promote the bioeconomy and circular economy as new production development approaches for the sustainable utilization of biological resources and the valorisation of waste biomass, and will reinforce the coherence, integration and coordination of regional policies and institutions in agricultural development and biodiversity. The subprogramme will provide technical assistance, at the request of member States. This will support member States in making progress towards the achievement of Sustainable Development Goals 2, 13, 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and 15.

18.194 The subprogramme plans to support member States on issues related to COVID-19 by creating awareness of the role and impacts related to energy and water poverty and lack of basic services (water and electricity), as well as the role of extractive industries during the post-pandemic phase. Also with a focus on the post-pandemic recovery, the subprogramme will support member States on issues of food security and the role of sustainable and resilient food systems (in particular in the context of the United Nations Food Systems Summit process), as well as the role of the bioeconomy for building back better and paving the way for a post-fossil resources society.

18.195 The above-mentioned work is expected to result in:

- (a) Improved access to clean and affordable energy and water;
- (b) Industrial cluster, value addition and linkage initiatives in the mineral and hydrocarbon sectors;
- (c) Enhanced design and implementation of bioeconomy-related policies and strategies for sustainable agricultural and rural development, and the conservation, knowledge and sustainable use of biodiversity.

18.196 The planned support on issues related to COVID-19 is expected to result in the strengthening of member States' diagnosis capabilities (e.g., water and energy access indicators, food security and food systems data, and contributions of the bioeconomy), aiming for better long-term planning and the development of evidence-based policies.

## Programme performance in 2020

18.197 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Reducing the impact of the COVID-19 pandemic on food systems and basic services, in particular for vulnerable groups

18.198 The subprogramme contributed to the response of ECLAC to the impact of COVID-19 pandemic as part of the actions carried out through the COVID-19 Observatory in Latin America and the Caribbean. In this regard, the subprogramme proposed a two-tiered food systems policy response to the pandemic. On the consumption side, and given the increase in poverty and food insecurity, the subprogramme proposed the implementation of a Bonus Against Hunger measure, consisting of monetary and in-kind food transfers to be provided to populations in extreme poverty to ensure their access to food during the most critical period of the pandemic. On the production side, the subprogramme proposed a set of investment policies to strengthen the resilience of the agrifood system in the countries of the region, with a focus on small-scale family agriculture. Some 20 countries of the region implemented or amplified policies against hunger in line with the proposals, implementing more than 55 measures during 2020. In addition, the subprogramme and the Food and Agriculture Organization of the United Nations, following their existing long-lasting collaboration on agriculture and food security, jointly published 16 bulletins on issues related to the impact of the pandemic on food systems in Latin America and the Caribbean, such as the supply of fresh foods, the agricultural labour market, financing, digitalization, avoiding food loss and waste, and changes in consumption patterns.

#### *Progress towards the attainment of the objective, and performance measure*

18.199 The above-mentioned work contributed to the objective, as demonstrated by 20 countries in Latin America and the Caribbean implementing or amplifying policies against hunger (see table 18.18).

Table 18.18  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	20 countries in Latin America and the Caribbean implemented or amplified policies against hunger

### Impact of COVID-19 on subprogramme delivery

18.200 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme identified the impacts of electricity tariffs on access, and water and electricity insecurity and indicators; recognized the impacts of rising food prices and increasing poverty on food security and the role of resilient food systems in coping with the negative effects of the pandemic; and assessed the potential of the bioeconomy for the post-COVID-19 recovery. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

18.201 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: Regional Observatory on Sustainable Energy for Latin America and the Caribbean<sup>15</sup>**

#### **Programme performance in 2020**

18.202 The subprogramme continued its work related to sustainable energy, in line with its mandate, assisting countries in enhancing their capacity to design and implement measures for sustainable and affordable energy. Under the Development Account project entitled “Regional Observatory on Sustainable Energies”, the subprogramme strengthened national capacities in renewable energies through the provision of technical assistance and webinars on related matters. Under the umbrella of the cooperation agreement between France and ECLAC, technical cooperation on energy efficiency was delivered to countries in the region. In this regard, a training course on the evaluation of national policies on energy issues was delivered, facilitating the improvement of those policies.

18.203 The above-mentioned work contributed to three additional measures being adopted by countries of the region towards the implementation of energy policies, which met the planned target of three additional measures reflected in the proposed programme budget for 2020. Panama launched its national energy transition agenda (resolution 4747), Argentina adopted new laws that promoted renewable energies and energy efficiency under new climate change policies (adoption of International Organization for Standardization standard 50.001) and Colombia adopted new laws to make the energy sector more innovative, more competitive and cleaner (*Official Journal*, 29 November 2020 (No. 51513)). Furthermore, Argentina, Cuba and Panama acknowledged the support received from the subprogramme in formulating public policies that foster the use of renewable energies.

#### **Proposed programme plan for 2022**

18.204 The subprogramme will continue the work related to the planned result, in line with its mandate, further developing the Regional Observatory on Sustainable Energy for Latin America and the Caribbean. To contribute to further progress towards the objective, the subprogramme will continue to strengthen national capacities to foster the deployment of sustainable energies in the region. The expected progress is presented in the performance measure below (see figure 18.XX).

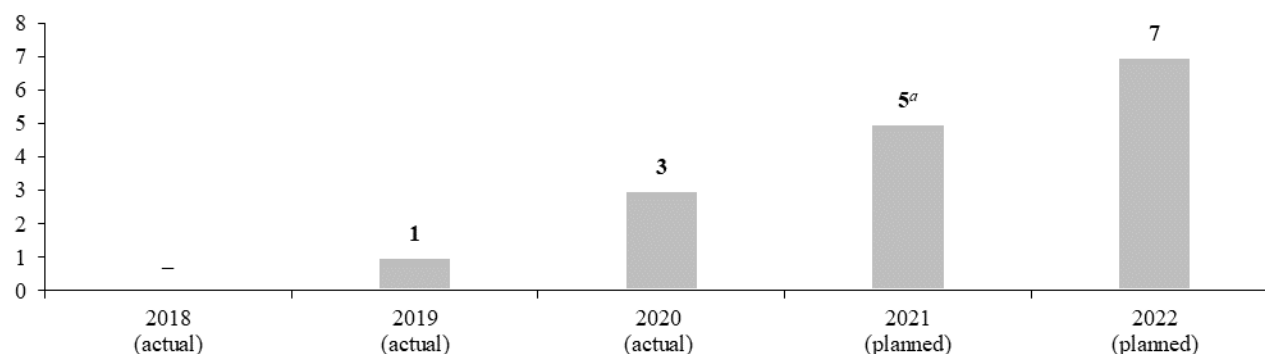
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<sup>15</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).



Figure 18.XX

**Performance measure: total number of measures adopted by countries of the region towards the implementation of energy policies to achieve affordable, reliable, sustainable and modern energy for all (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: development of the regional potential for bioeconomy<sup>16</sup>**

### **Programme performance in 2020**

18.205 The subprogramme contributed to consolidating the role of ECLAC as a leading regional institution in the field of bioeconomy. The subprogramme provided substantive technical advice for the development of the national bioeconomy strategy of Costa Rica for 2020–2030, launched in August in the presence of the President, the Minister of Science, Technology and Telecommunications, the Minister of Agriculture and Livestock, the Minister of the Environment and Energy, the Minister of Economy, Industry and Commerce, the Vice-Minister of Science, Technology and Telecommunications, the Vice-Minister of Agriculture and Livestock and the Vice-Minister of Economy, Industry and Commerce. In December, Colombia launched its bioeconomy mission with the participation of the President, the Vice-President, the Minister of Education and the Minister of Science, Technology and Innovation. Support from ECLAC in the preparation of studies on waste biorefinery, biomass for energy purposes, digitalization in agriculture and pharmaceutical autonomy was recognized by the Ministry of Science, Technology and Innovation.

18.206 In addition, the subprogramme conducted technical research to support policy formulation regarding the role of the bioeconomy as an engine for the post-COVID-19 recovery in Costa Rica, for the development of a productive transformation recovery agenda, as part of the national bioeconomy strategy; and in Uruguay, for the development of the national sustainable bioeconomy strategy, which is expected to be launched in 2021.

18.207 The above-mentioned work contributed to three Latin American and Caribbean countries initiating the development of national bioeconomy strategies and bioeconomy-related initiatives, which met the planned target reflected in the programme budget for 2021.

### **Proposed programme plan for 2022**

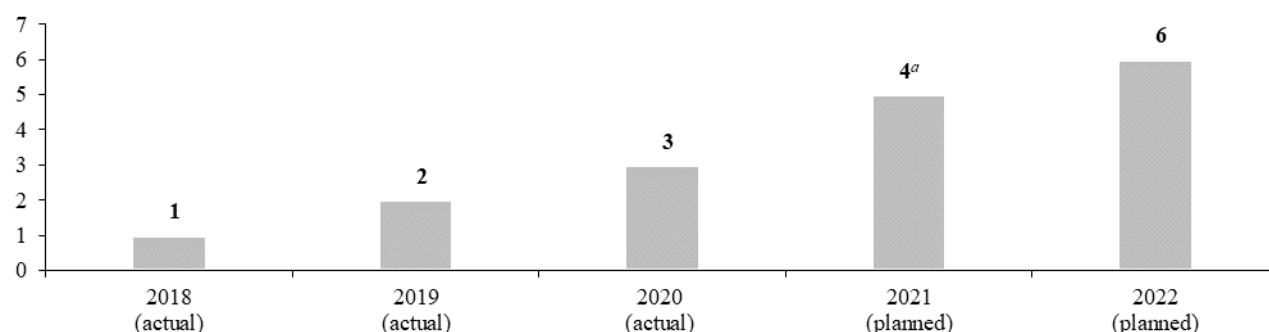
18.208 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments related to the needs of the post-COVID-19 recovery,

<sup>16</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

the subprogramme's work will evolve not only to include the development of national bioeconomy strategies but also to support bioeconomy-related initiatives (e.g., policies, projects and prospective studies), especially those related to the valorisation of waste biomass, the development of bio-based products and digitalization in the agrifood system. The expected progress is presented in the updated performance measure below (see figure 18.XXI).

Figure 18.XXI

**Performance measure: total number of Latin American and Caribbean countries that have initiated the development of national bioeconomy strategies and bioeconomy-related initiatives (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: enhanced regional capacities for value addition and linkages in the mining sector**

#### **Proposed programme plan for 2022**

18.209 Over the past 20 years, mineral mining countries in the region have undertaken the reprimarization of their productive structures and lost a share of relatively higher value added segments of production, such as smelting and refining; therefore, there remains ample opportunity to expand manufacturing. During 2020, the subprogramme conducted a training course for officials of ministries responsible for mining on production linkages, provided technical assistance to the mining industry in Chile (in the Metropolitan and Atacama Regions) and undertook several case studies on value addition and innovation policies for copper and lithium in the Andean countries. In Peru, a technical mission on productive linkages in the mining sector was also carried out for the Ministry of Energy and Mines.

#### *Lessons learned and planned change*

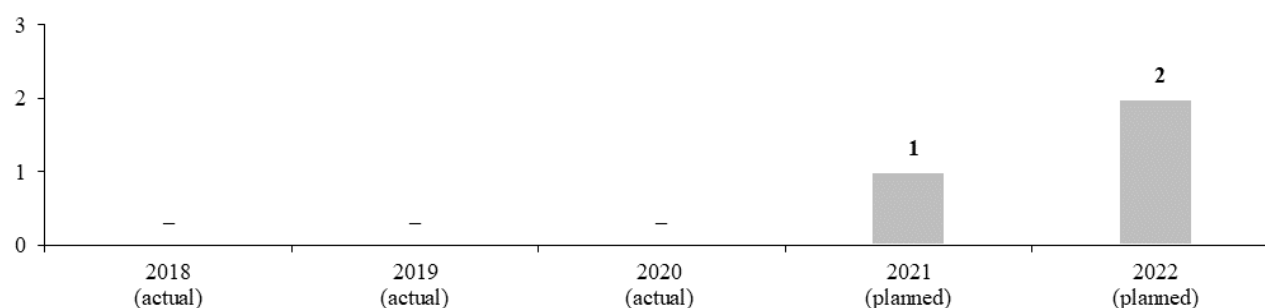
18.210 The lesson for the subprogramme was that there was demand for and interest in having enhanced coordination and participation mechanisms for formulating policy guidelines and identifying specific projects to promote value addition and productive linkages in the mining sector. In applying the lesson, the subprogramme will promote multi-stakeholder dialogue and studies on productive linkages in the mining sector.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.211 This work is expected to contribute to the objective, as demonstrated by the number of measures adopted by countries of the region to promote value addition and productive linkages in the mining sector (see figure 18.XXII).

Figure 18.XXII

**Performance measure: total number of measures adopted by countries of the region to promote value addition and productive linkages in the mining sector (cumulative)**



### Legislative mandates

18.212 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

62/98	Non-legally binding instrument on all types of forests	71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
66/200	Protection of global climate for present and future generations of humankind	71/228	Protection of global climate for present and future generations of humankind
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session	71/229	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/205	Sustainable mountain development		
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	71/230	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
67/215	Promotion of new and renewable sources of energy	71/245	Agriculture development, food security and nutrition
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
69/177	The right to food	73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/198	Agricultural technology for sustainable development	73/253	Agriculture development, food security and nutrition
70/235	Oceans and the law of the sea		

#### *Economic and Social Council resolutions and decisions*

Decision 2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
2006/49	Outcome of the sixth session of the United Nations Forum on Forests	669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean		

## Deliverables

18.213 Table 18.19 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 18.19

### Subprogramme 8: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
1. Projects in the areas of energy, natural resources governance, the water-energy-food nexus and non-renewable natural resources; social equality; environmental sustainability; agrifood systems; and bioeconomy	1	1	2	2
<b>Seminars, workshops and training events</b> (number of days)	<b>11</b>	<b>11</b>	<b>15</b>	<b>15</b>
2. Meetings of experts on sustainable water and energy management; public policies linked to the governance of natural and extractive resources; environmental sustainability; agrifood systems; and bioeconomy	8	8	6	6
3. Training and courses for public and private sector officials involved in agriculture, bioeconomy water, renewable energy and the management of natural and non-renewable resources	3	3	9	9
<b>Publications</b> (number of publications)	<b>10</b>	<b>10</b>	<b>10</b>	<b>8</b>
4. <i>The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America and the Caribbean</i>	–	–	1	–
5. Studies on issues relating to water resources and the nexus with other sectors; energy integration; governance of natural resources; natural resources and development; extractive industries; biophysical trade; environmental sustainability; agrifood systems; and bioeconomy	8	8	9	8
6. Study on rural-urban partnerships in integrated territorial development strategies	1	1	–	–
7. Bulletin on emerging issues of interest for Latin American and Caribbean agriculture and/or rural territories (2020), in collaboration with the Food and Agriculture Organization of the United Nations and the Inter-American Institute for Cooperation on Agriculture	1	1	–	–
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>
8. Newsletter of the Network for Cooperation in Integrated Water Resource Management for Sustainable Development in Latin America and the Caribbean	2	2	–	–
9. Bulletin on natural resources for sustainable development in Latin America and the Caribbean	–	–	1	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on natural resources; and to business and trade promotion organizations and other key stakeholders on the design and implementation of policies and strategies for sustainable agricultural and rural development and bioeconomy.				

## Subprogramme 9

### Planning and public management for development

#### Objective

18.214 The objective, to which this subprogramme contributes, is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development.

## Strategy

18.215 To contribute to the objective, the subprogramme will continue to promote the application of new methodologies, instruments and conceptual frameworks for planning and public management by Governments while fostering high-quality public investment and strong linkages between development and sector-based plans and budgets. It will also encourage cooperation, peer-to-peer learning and the sharing of experiences and good practices in planning and public management through the provision of technical cooperation services and training and by conducting applied research, all of which will help countries of the region to make progress towards the attainment of Sustainable Development Goals 11, 16 and 17.

18.216 The subprogramme plans to support member States on issues related to COVID-19 by enhancing regional capacities for building institutional resilience to cope with challenges posed by internal and external crises produced by natural disasters and/or human activities, such as pandemics, climate change impacts, social and political disruption and economic shocks.

18.217 The above-mentioned work is expected to result in:

- (a) Building of effective, inclusive and strategic institutions and planning processes that prioritize comprehensive development through medium- and long-term visions;
- (b) Reduced structural gaps by enhancing citizens' participation and accountability, and the strengthening of territorial governance, planning and management in public policy processes.

18.218 The planned support on issues related to COVID-19 is expected to result in strengthened capacities in Latin American and Caribbean institutions to withstand deep disruption and ensure continuity of basic services while enhancing preparedness and responsive, adaptive and transformational institutional capacities, at both the national and subnational levels.

## Programme performance in 2020

18.219 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 capacities in planning and public management for sustainable development**

18.220 The impact of COVID-19 required the subprogramme to reschedule activities and redesign the way in which it provides services to the countries of the region. An analysis undertaken by the subprogramme has strongly repositioned the relevance of planning and public management, in particular on linkages between short-, medium- and long-term measures, and policies for transparency and accountability of public expenditures to respond to the emergency caused by the pandemic and the recovery. The subprogramme adapted its operations by redesigning its technical assistance, training and applied research activities for contingent issues and exploring new working modalities, such as remote technical assistance and training.

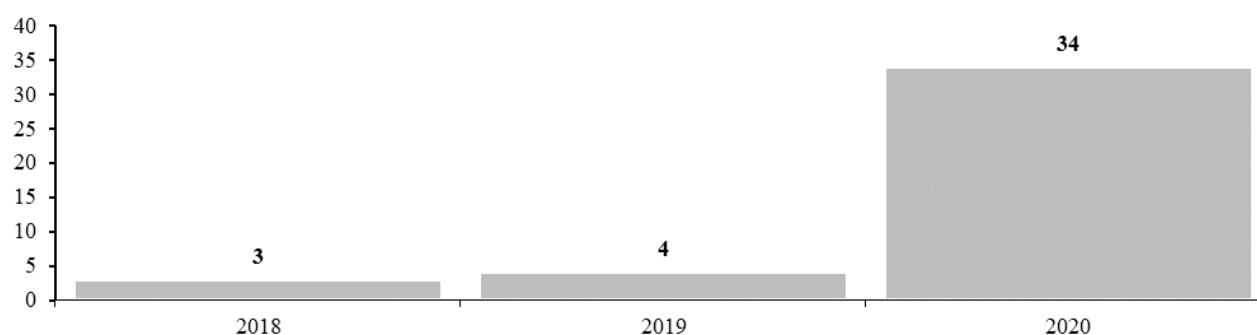
18.221 The subprogramme also innovated in engaging with national counterparts to discuss and exchange experiences regarding the challenges faced by Governments in planning and public management in disruptive contexts such as the COVID-19 pandemic. This was made possible by strengthening the virtual networks developed by the subprogramme. Furthermore, the subprogramme could maintain its role as a convener of planning authorities and public investment systems of the region.

*Progress towards the attainment of the objective, and performance measure*

18.222 The above-mentioned work contributed to the objective, as demonstrated by the growing percentage of participants involved in virtual networks, technical assistance and training activities (see figure 18.XXIII).

Figure 18.XXIII

**Performance measure: annual growth of participants attending online activities organized by the subprogramme (percentage)**

**Impact of COVID-19 on subprogramme delivery**

18.223 Owing to the impact of COVID-19 during 2020, the subprogramme has either slowed down or reoriented previous technical cooperation priorities set by Governments to respond to the emergency. The subprogramme organized its work priorities (training, technical assistance and applied research) to be delivered mainly through online tools and services. Moreover, it focused on converting face-to-face training courses to online blended learning and translating training materials into English to have a stronger impact in Caribbean countries.

18.224 At the same time, however, the subprogramme identified new activities and approaches to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely topics such as planning for disaster risk reduction and institutional resilience and the provision of technical assistance and counterpart engagement through virtual means. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

18.225 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: planning and public management tools for the territorialization and implementation of the Sustainable Development Goals<sup>17</sup>****Programme performance in 2020**

18.226 The subprogramme continued its work to contribute to the convergence of the 2030 Agenda with national development planning process tools through applied research, technical assistance and training activities. The subprogramme also focused its scope on developing tools for downscaling the Sustainable Development Goals and national goals

<sup>17</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

to the subnational level, contributing with inputs for the development of territorial strategies, follow-up and funding mechanisms. Furthermore, the subprogramme has developed tools for analysis and to provide inputs that contribute to the achievement of specific Goals such as those on open government (Goal 16), physical planning (Goal 11) and planning for disaster risk reduction and climate action (Goal 13).

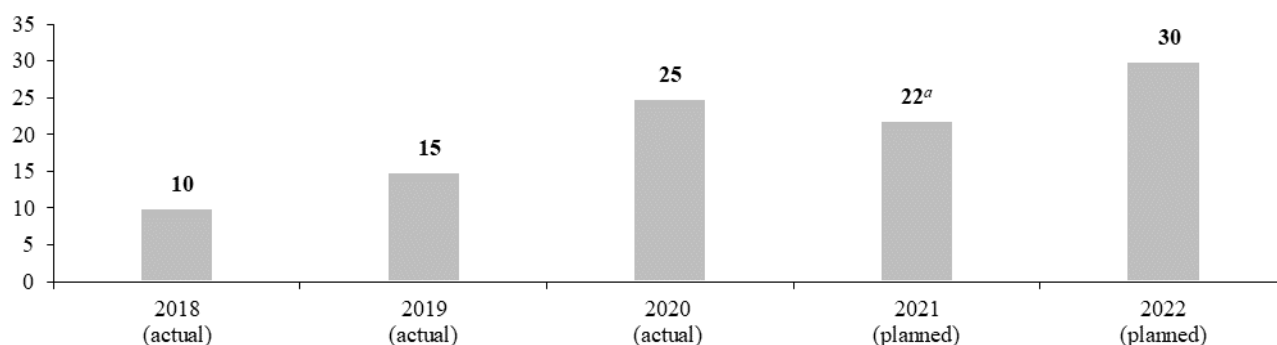
18.227 The above-mentioned work contributed to 25 countries having integrated the implementation of the 2030 Agenda into their national planning tools, which exceeded the planned target of 20 countries reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

18.228 The subprogramme will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to develop products within the Regional Observatory on Planning for Development, assess new dimensions and modules for enhancing the PlanBarometer, undertake applied research on emerging trends on planning and public management and conduct training to strengthen regional capacities on different strategic issues relating to planning for development and public management. The expected progress is presented in the performance measure below (see figure 18.XXIV).

Figure 18.XXIV

**Performance measure: total number of national strategies for the implementation of the 2030 Agenda (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 2: enhanced capacities for effective strategies for the achievement of national and subnational development goals in countries of the region within the framework of the 2030 Agenda<sup>18</sup>**

#### **Programme performance in 2020**

18.229 The subprogramme contributed to enhancing the capacities of national public officials and other stakeholders in the process of designing, implementing and following up on national and subnational development goals through training activities delivered mainly online. The subprogramme also provided services to strengthen capacities in participatory planning, gender-oriented planning and public leadership.

18.230 The above-mentioned work contributed to the design of an intersectoral territorial development strategy in Uruguay, the strengthening of capacities in results-based planning for achieving national development goals in Paraguay and the

<sup>18</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

preparation of inputs for a subregional development policy framework in Costa Rica, which met the planned target of addressing these topics in at least three countries reflected in the programme budget for 2021.

### Proposed programme plan for 2022

18.231 The subprogramme will continue the work related to the planned target, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will support the design and implementation of open government action plans at the subnational level in at least two countries and strengthen capacities to enhance national public investment systems for the achievement of sustainable development objectives. The expected progress is presented in the performance measure below (see table 18.20).

Table 18.20

### Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>• Argentina initiates capacity-building in the territorialization of the 2030 Agenda and its convergence with planning processes</li> <li>• Agreements on the territorialization of the 2030 Agenda between the authority responsible for the follow-up and review of the implementation of the 2030 Agenda and subnational governments</li> </ul>	<ul style="list-style-type: none"> <li>• Argentina initiates capacity-building in approaches for the Sustainable Development Goals in subnational public planning in 2 provinces</li> <li>• Paraguay updates its national development plan to incorporate the 2030 Agenda</li> <li>• Uruguay pilots an assessment of the territorialization of the national development strategy in 1 municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Uruguay designs an intersectoral strategy for the central region</li> <li>• Paraguay identifies financing mechanisms for the national development plan</li> <li>• Costa Rica applies PlanBarometer and identifies specific issues to implement regional development strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of subnational development plans or strategies in at least 2 additional countries</li> <li>• Application of a methodology for comprehensive results-based management in at least 2 additional countries</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of subnational open government action plans in at least 2 countries</li> <li>• National public investment plan integrates Sustainable Development Goals framework into assessment tools in at least 1 country</li> </ul>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: building institutional resilience to face internal and/or external shocks

### Proposed programme plan for 2022

18.232 The COVID-19 pandemic, climate change, natural disasters and political dynamics in the region have highlighted the importance of the capability of institutions to survive shocks and ensure continuity of their most basic functions. The subprogramme has been analysing the importance of planning and public management and the fundamental role of public institutions for emergency and recovery responses. The capacities of the institutions can be critical in overcoming internal and/or external shocks. The subprogramme plans to support public institutions to enhance planning skills capacity to link short-term emergency responses with long-term policies, and to complement existing coordination, with



strengthened coordination across stakeholders, sectors and various government levels before, during and after internal and/or external shocks.

*Lessons learned and planned change*

18.233 The lesson for the subprogramme was that there was increased demand to develop new approaches for strengthening capacities and tools to provide an anticipatory capacity to identify, assess and address the vulnerabilities of the institutions in order to effectively deal with major disruptions and adapt optimally to the evolving circumstances. In applying the lesson, the subprogramme will contribute with new approaches to building institutional resilience in Latin American and Caribbean countries.

*Expected progress towards the attainment of the objective, and performance measure*

18.234 This work is expected to contribute to the objective, as demonstrated by three countries adopting approaches for building institutional resilience and strengthening institutional resilience capacities in their national planning and public management systems (see table 18.21).

Table 18.21  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Planning authorities of the region address the importance of building institutional resilience and request the subprogramme to develop an analytical framework that contributes to building institutional resilience	Planning authorities and technical teams identify and address the main issues for building institutional resilience	3 countries adopt approaches for building institutional resilience and strengthening institutional resilience capacities in their national planning and public management systems

## Legislative mandates

18.235 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

67/218	Promoting transparency, participation and accountability in fiscal policies	73/239	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
69/327	Promoting inclusive and accountable public services for sustainable development		
71/327	The United Nations in global economic governance		

*Economic and Social Council resolutions*

2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session		

*Economic Commission for Latin America and the Caribbean resolutions*

701 (XXXVI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)	740 (XXXVIII)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
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## Deliverables

18.236 Table 18.22 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 18.22

### Subprogramme 9: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	6	6	6	6
1. Meetings of the Regional Council for Planning	–	–	6	–
2. Meetings of the Presiding Officers of the Regional Council for Planning	6	6	–	6
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	1	1	1	1
3. Field projects on development planning and public management for development	1	1	1	1
<b>Seminars, workshops and training events</b> (number of days)	54	54	53	53
4. Learning and e-learning courses on public management systems and practices, budgeting, evaluation and public investment; foresight and scenario planning techniques; multiscale and territorial governance, planning and management; planning, public value and public administration/management in cross-cutting and emerging issues; and public policies and programmes	50	50	50	50
5. Meetings of experts on planning and public management (foresight and planning; evaluation of public policies and programmes; multiscale and territorial governance; planning and development systems and institutions; and public value, public administration and open government policies in the region)	4	4	3	3
<b>Publications</b> (number of publications)	3	3	3	3
6. Publications and studies on planning and public management for development	3	3	3	3
<b>Technical materials</b> (number of materials)	1	1	1	1
7. Infographics, policy briefs and newsletters on planning and public management for development	1	1	1	1
<b>C. Substantive deliverables</b>				

**Consultation, advice and advocacy:** advice to member States, upon request, on planning for development systems and institutions and integrated public management systems and practices, public policies and programmes, project formulation and evaluation, national systems for public investment, and multilevel governance and planning; cross-cutting programming, such as gender mainstreaming and stakeholder engagement, open government, data revolution and e-government, and planning for resilience; and strengthening national capacities to assess progress towards better planning, budgeting and implementation of government policies.

**Databases and substantive digital materials:** Regional Observatory of Planning for Development in Latin America and the Caribbean; technical manuals and software that support training (in situ and e-learning) and technical assistance activities; and databases on planning and public management for development in Latin America and the Caribbean.

## Subprogramme 10 Statistics

### Objective

18.237 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of statistics for evidence-based decision-making in the region.

### Strategy

18.238 To contribute to the objective, the subprogramme will provide specialized advisory services and online and in situ training courses, expert meetings and seminars. Technical assistance will focus on the development of basic statistics and institutional coordination mechanisms in areas that include national accounts, basic economic statistics and price statistics; environmental statistics, climate change and disaster risk reduction statistics; household survey design and implementation; poverty and inequality measurement; integration of statistical and geospatial information systems; and national coordination mechanisms for Sustainable Development Goal monitoring. Special emphasis will be placed on coordination with agencies and international organizations to avoid the duplication of efforts and maximize the complementarity of activities.

18.239 To further contribute to the objective, the subprogramme will continue to compile and harmonize a large number of economic, environmental and social statistics and indicators, as well as its regional household survey databank (BADEHOG). Dissemination will be undertaken through CEPALSTAT (the main ECLAC statistical database), the Statistical Yearbook and the regional Sustainable Development Goal gateway. In addition, the subprogramme will develop, adapt, translate and implement statistical methodologies, standards and recommendations. It will also contribute analytical and substantive inputs to ECLAC flagship publications and documents.

18.240 In addition, to contribute to the objective, the subprogramme will reinforce the strategic and decision-making role of the Statistical Conference of the Americas of ECLAC. The subprogramme will continue to provide technical secretariat services to the Conference and its various working groups, ensuring that their work is consistent with regional priorities. In addition, it will emphasize the joint implementation of projects and initiatives and work in close cooperation with other ECLAC offices and divisions, as well as bilateral and multilateral partners.

18.241 The subprogramme plans to support member States on issues related to COVID-19 by encouraging the development and adoption of more resilient methodologies for data collection and the production of statistics, such as strengthening the use of administrative records and non-traditional data sources, adopting new modes of data collection and the integration of different data sources, and building capacity in nowcasting methods.

18.242 The above-mentioned work is expected to result in:

(a) Production of reliable economic, social and environmental statistics and new indicators in emerging areas and the improvement of non-traditional sources of information;

(b) Increased availability of regionally comparable data, which are required as a benchmark for regional statistical development and as an input to major ECLAC publications and recommendations;

(c) Greater regional coordination, leading to increased use of statistics at the regional and national levels.

18.243 The planned support on issues related to COVID-19 is expected to result in increased capacities in member countries for the continued production of statistics in situations similar to the COVID-19 pandemic.

### **Programme performance in 2020**

18.244 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Supporting countries to ensure continuity of statistical production during the COVID-19 pandemic**

18.245 Since the beginning of the health emergency relating to the COVID-19 pandemic, national statistical offices have had to interrupt abruptly the collection of primary information for many of their statistical operations. The subprogramme conducted two questionnaires to monitor the state of statistical operations in countries of the region and collaborated actively with them to guarantee the continuity of statistical operations. The subprogramme published recommendations on conducting household surveys, calculating the consumer price index and compiling statistics on national accounts, the balance of payments and foreign trade, in the circumstances presented by the pandemic.

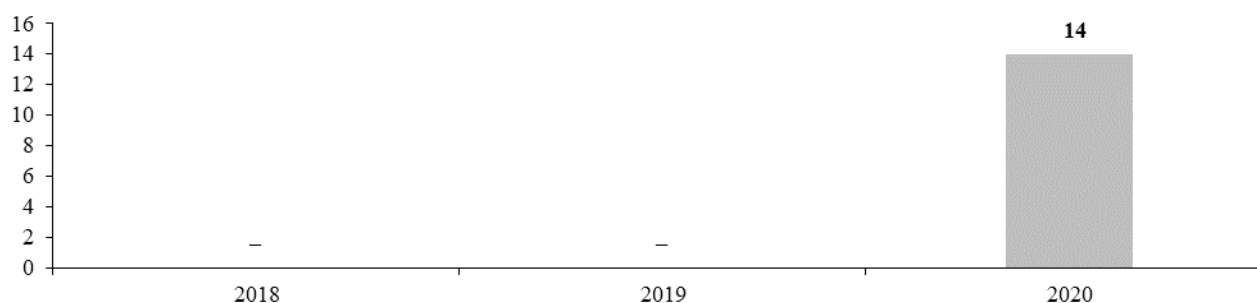
18.246 The subprogramme also held around 20 virtual meetings to exchange experiences with national statistical offices and other producers of official statistics and geospatial data to support the continuity of statistical operations. Most were conducted as joint initiatives with international, regional and national organizations and were disseminated through the Knowledge Transfer Network of the Statistical Conference of the Americas. Furthermore, the subprogramme provided technical support to 14 countries of the region to address the technical challenges derived from the disruptions caused by the pandemic to statistical operations.

#### *Progress towards the attainment of the objective, and performance measure*

18.247 The above-mentioned work contributed to the objective, as demonstrated by the total number of countries in the region that have taken action to ensure continuity of statistical production during the COVID-19 pandemic (see figure 18.XXV).

Figure 18.XXV

**Performance measure: total number of countries in the region that have taken action to ensure the continuity of statistical production during the COVID-19 pandemic**



### **Impact of COVID-19 on subprogramme delivery**

18.248 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to seminars and meetings, converting them to online events. The subprogramme also provided support for the continuity of statistical operations, by implementing a regional questionnaire, publishing recommendations, hosting webinars for sharing experiences and recommendations and providing direct technical assistance.

### **Planned results for 2022**

18.249 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: timelier purchasing power parity estimates for a more reliable measurement of Latin American and Caribbean economies<sup>19</sup>**

#### **Programme performance in 2020**

18.250 The subprogramme completed the results for the 2017 cycle for the Latin American and Caribbean region, contributing to the compilation of purchasing power parity estimates at the global level. The subprogramme also produced subregional results for the reference year 2017 for Latin America and the Caribbean and a report containing methodology and detailed results to promote their use in policymaking. Furthermore, the subprogramme started the activities for the 2021 cycle in the region using a rolling survey to regularly produce purchasing power parity estimates that are highly useful for international comparisons.

18.251 The above-mentioned work contributed to 36 countries implementing the rolling benchmark, which did not meet the planned target of 40 participating member States and associate member States implementing the rolling benchmark reflected in the proposed programme budget for 2020. This is because two countries left the Latin America and Caribbean group to be incorporated into the Organisation for Economic Co-operation and Development region (Colombia and Costa Rica), and two countries (Guatemala and Venezuela (Bolivarian Republic of)) were not able to participate in the 2017 cycle, resulting in 36 countries.

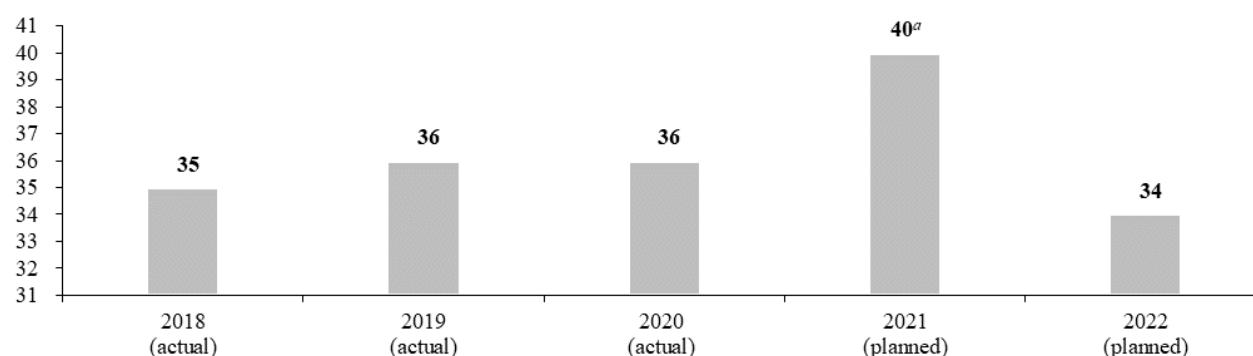
<sup>19</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

### Proposed programme plan for 2022

18.252 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 be enhanced by a workplan agreed with the participating economies and a closer follow-up of the data compiled. More sub regional and country meetings are planned to give better support to the focal points on national accounts and price statistics. The number of target countries has been revised downwards, and the goal is to include 34 economies for the 2021 cycle of the International Comparison Programme. The lower number takes into consideration the situations described in the preceding paragraph, in addition to the new restrictions posed by challenges relating to the COVID-19 pandemic and population census rounds in some member and associate member States. The expected progress is presented in the performance measure below (see figure 18.XXVI).

Figure 18.XXVI

**Performance measure: annual number of member States and associate member States implementing the rolling benchmark**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: revamped ECLAC regional statistical portal (CEPALSTAT)<sup>20</sup>

#### Programme performance in 2020

18.253 The statistical database system that supports the core functionalities of CEPALSTAT was developed many years ago using technological approaches that, by today's standards, are quite obsolete and need refreshing on the basis of new solutions on the market under an open-source perspective. In this regard, the subprogramme has taken the proper steps to update the technology that supports several components of the CEPALSTAT statistical database system, renewing the internal architecture, including the design of a new decoupled structure in three layers (back-end, applications and front-end), which improve not only the performance of internal processes, but also the implementation of United Nations cybersecurity standards in an efficient way and the response speed for external users, making the experience of using CEPALSTAT more friendly. The subprogramme has also started to integrate a geospatial solution and functionality for regional statistics, which allows the available statistical information to be visualized in a georeferenced way, facilitating the territorial analysis for external users. Furthermore, the subprogramme has worked on a renewed portal front-end design, which facilitates access to the statistical online functionalities.

<sup>20</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

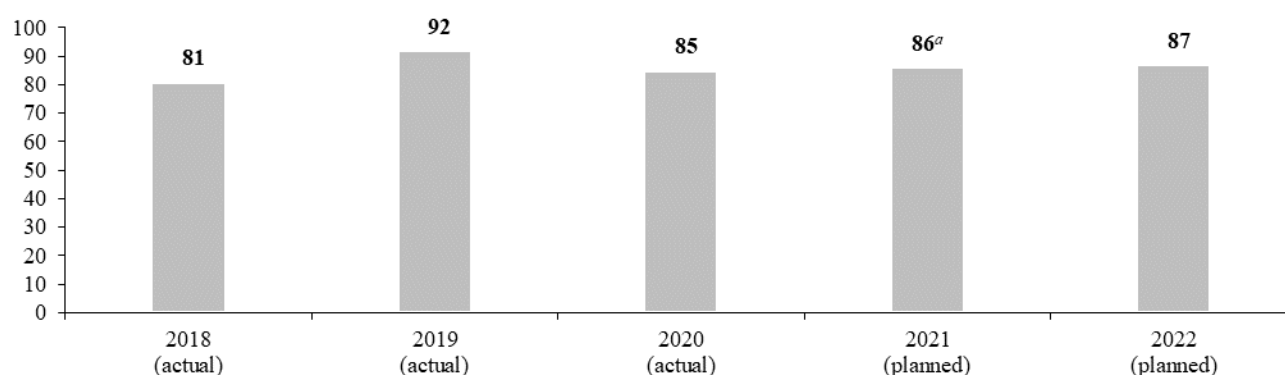
18.254 The above-mentioned work contributed to an increase in the percentage of users who consider CEPALSTAT data useful for their work to 85 per cent, which exceeded the planned target of at least 70 per cent reflected in the programme budget for 2021.

#### **Proposed programme plan for 2022**

18.255 The subprogramme will continue the work related to revamping the ECLAC regional statistical portal, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme will evolve to include additional statistical information at the subnational level, which will allow an increase in territorial analysis following the integration of both statistical and geospatial information. The expected progress is presented in the updated performance measure below (see figure 18.XXVII).

Figure 18.XXVII

**Performance measure: percentage of users who consider CEPALSTAT data useful for their work**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: strengthened capacities of Latin American and Caribbean countries to produce relevant environment, climate change and disaster indicators**

#### **Proposed programme plan for 2022**

18.256 The Latin America and Caribbean region is highly vulnerable to the negative consequences of climate change, in particular through rising temperatures, diminishing water stocks, increasing sea-level rise and soil degradation and the impact of extreme events and natural disasters, including for small island developing States of the Caribbean. In responding to this challenge, there is growing demand from member States for increased availability of national environment, climate change and disaster statistics and indicators to inform evidence-based policies and monitor internationally agreed goals such as the Sustainable Development Goals. The subprogramme has focused on hands-on learning including all stakeholders, using official national data, mostly in Latin America. In the wake of the COVID-19 pandemic, modalities of training and technical assistance were strategically revamped and adapted through an innovative, nationally prioritized combination of capacity-building content and tools to support member States. Building on a pilot experience for Panama that was conducted and assessed in late 2020, a new hybrid or blended module approach was developed, based on a tailor-made approach to capacity-building, with nationally prioritized specific content and a combination of pedagogical resources and participatory tools.

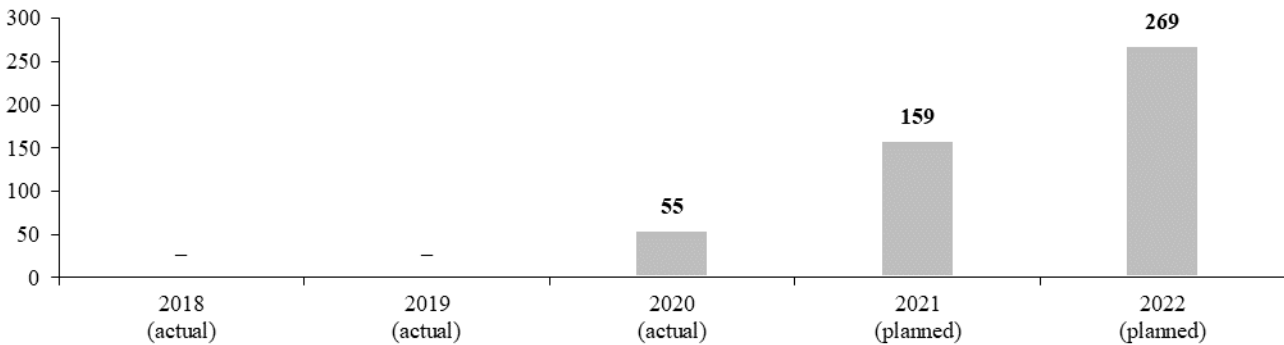
*Lessons learned and planned change*

18.257 The lesson for the subprogramme was the increased demand for adjusting capacity-building activities to support remote delivery. In applying the lesson, the subprogramme will implement the upgraded modalities of training and technical assistance to maximize and sustain the participation and retention of active national stakeholders. This will include developing a self-paced and piloted distance learning introductory course, a series of weekly synchronous webinars based on questions and comments from national participants, remote exercises guided by tutors, interviews with participants and remote tests and surveys.

*Expected progress towards the attainment of the objective, and performance measure*

18.258 This work is expected to contribute to the objective, as demonstrated by an increased number of trained practitioners from national statistical offices and relevant line ministries that acknowledge that they have strengthened skills to produce relevant environment, climate change and disaster statistics and indicators on a continuous basis (see figure 18.XXVIII).

Figure 18.XXVIII  
**Performance measure: total number of national trained practitioners that acknowledge that they have strengthened their skills to produce relevant internationally agreed environment, climate change and disaster statistics (cumulative)**



**Legislative mandates**

18.259 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

67/148	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	68/261	Fundamental Principles of Official Statistics
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*Economic and Social Council resolutions and decisions*

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	2016/27	Strengthening institutional arrangements on geospatial information management
2006/6	Strengthening statistical capacity	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2013/21	Fundamental Principles of Official Statistics		
Decision 2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission		

*Economic Commission for Latin America and the Caribbean resolutions*

649 (XXXIII); 668 (XXXIV); 678 (XXXVI); 702 (XXXVI); 721 (XXXVII)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	712 (XXXVI)	Regional integration of statistical and geospatial information
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**Deliverables**

18.260 Table 18.23 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 18.23

**Subprogramme 10: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>9</b>	<b>9</b>	<b>18</b>	<b>9</b>
1. Meetings of the Statistical Conference of the Americas	—	—	9	—
2. Meetings of the Executive Committee of the Statistical Conference of the Americas	9	9	9	9
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>4</b>	<b>1</b>	<b>3</b>
3. Field projects on economic statistics and national accounts; household surveys, social indicators and statistics; environmental statistics; and the framework for the 2030 Agenda	4	4	1	3
<b>Seminars, workshops and training events</b> (number of days)	<b>20</b>	<b>21</b>	<b>20</b>	<b>21</b>
4. Seminars and workshops on poverty, inequality, income distribution, employment, social cohesion and vulnerability, environment, climate change and disaster statistics, harmonization and homogenization of statistics and indicators, the System of National Accounts, social information systems and household surveys, economic statistics and geospatial information	6	7	11	12
5. Meetings of experts on the inclusion of the new System of National Accounts 2008 international recommendations in national accounts data; the incorporation of the new international recommendations on economic statistics; environmental statistics, environmental Sustainable Development Goal indicators and environmental accounts; the harmonization and standardization of statistics and indicators for follow-up to the 2030 Agenda; and the promotion of technical and methodological improvements to social information systems, household surveys and administrative records	14	14	9	9

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Publications</b> (number of publications)	<b>4</b>	<b>9</b>	<b>6</b>	<b>6</b>
6. <i>Statistical Yearbook for Latin America and the Caribbean</i>	1	1	1	1
7. Publications and studies, including on economic, environmental and social statistics and geospatial information	3	8	5	5
<b>Technical materials</b> (number of materials)	—	—	—	<b>6</b>
8. Issues of the statistics newsletter, on economic, social and environmental statistics, and geospatial information	—	—	—	6
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on environment, climate change and disaster statistics and indicators; economic statistics; household surveys, poverty, inequality and other social statistics; geospatial information; and follow-up of the 2030 Agenda.				
<b>Databases and substantive digital materials:</b> the statistical information system and databases (CEPALSTAT); and the household survey database (BADEHOG).				

## Subprogramme 11

### Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

#### Objective

18.261 The objective, to which this subprogramme contributes, is to improve the formulation of evidence-based public policies in the economic, social and environmental fields in the countries of the subregion.

#### Strategy

18.262 To contribute to the objective, the subprogramme will support the implementation of national development agendas and strategic reforms towards generating economic and social impacts, and social compacts for equality benefitting the most vulnerable populations. The focus of the subprogramme is on the countries of Central America, Cuba, the Dominican Republic, Haiti and Mexico. Special emphasis will be placed on economic and social development, international trade, industry and integration, agriculture, food security and rural development, energy and natural resources, and climate change, thus contributing to Sustainable Development Goals 1, 2, 7, 8, 10, 13 and 17.

18.263 Under the subprogramme, analytical work will be undertaken to foster the generation, dissemination and implementation of innovative and sound approaches to address the subregion's development challenges, with a view to strengthening national and subregional capacities to formulate more integrated and coherent policies, taking into full consideration the different national contexts in the subregion. The subprogramme will continue to strengthen its multisectoral and interdisciplinary approach, maintaining and updating relevant databases and developing quantitative and qualitative analytical models. The provision of training activities, advisory services and fellowships and the organization and promotion of forums by the subprogramme will facilitate policy dialogue and contribute to strengthening the institutional capacity. The main beneficiaries of the subprogramme will be government authorities and officials, civil society, academic institutions and the business community, as well as subregional entities, such as those involved in the Central American Integration System. The subprogramme will also actively collaborate with the United Nations resident coordinator system and United Nations

country teams in the subregion, providing inputs for the formulation of the United Nations Sustainable Development Cooperation Frameworks.

18.264 The subprogramme plans to support member States on issues related to COVID-19 by conducting research and delivering technical advice oriented to measuring the impact of the pandemic and to designing and implementing public policy for socioeconomic recovery.

18.265 The above-mentioned work is expected to result in increased technical capacity to design, implement and evaluate public policies, including those focused on fiscal matters, trade and integration, energy, agriculture, food security, social protection and climate change.

18.266 The planned support on issues related to COVID-19 is expected to result in strengthened institutional capacity to measure the impacts of the pandemic and to design and implement public policies oriented to the socioeconomic recovery from those impacts, with an approach aimed at building back better.

### **Programme performance in 2020**

18.267 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 technical capacity for policies to address the pandemic**

18.268 The pandemic has affected all activities of member States: first, as a health crisis with as significant impact on vulnerable populations; and, subsequently, as an economic crisis. The subprogramme addressed member States' requests for support by identifying policy alternatives to alleviate the impact of the pandemic on vulnerable populations and on the economies of the region.

18.269 The subprogramme made efforts to research and identify policy proposals to strengthen the capacity of countries to respond to the pandemic in areas such as the economic reactivation of particularly affected sectors, impact evaluations and policies to reverse the impact on affected populations. For example, Costa Rica and Mexico requested technical assistance to identify the impact of the pandemic on older persons; based on input-output tables, the subprogramme delivered policy recommendations for economic reactivation for the ministries responsible for the economy in Costa Rica and El Salvador.

#### *Progress towards the attainment of the objective, and performance measure*

18.270 The above-mentioned work contributed to the objective, as demonstrated by 13 national and 2 regional institutions that have strengthened their technical capacities to develop and implement public policies in the context of the pandemic as a result of the subprogramme's efforts on research, capacity-building and technical advice (see table 18.24).

Table 18.24

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
—	—	2 regional institutions, namely the Central American Integration System in energy and the Central American Tourism Integration secretariat in tourism, and 13 national institutions, including those dealing with rights of older persons, energy and trade, have strengthened their technical capacities to develop and implement public policies in the context of the pandemic

**Impact of COVID-19 on subprogramme delivery**

18.271 Owing to the impact of COVID-19 during 2020, the subprogramme changed all its activities, including workshops and seminars, to an online approach (with technological and pedagogical changes). Some of the themes for planned courses were adjusted to reflect the new priorities of member States related to the pandemic.

18.272 At the same time, however, the subprogramme identified new activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by delivering courses and technical advice, upon request, to address the impact of the pandemic on the economy, energy and specific vulnerable groups. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

18.273 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: strengthening institutions for policy coherence within an integrated approach towards implementation of the 2030 Agenda<sup>21</sup>****Programme performance in 2020**

18.274 The subprogramme has supported the process of developing the Central American Sustainable Energy Strategy 2030, an example of coherence between national and regional energy strategies. The subprogramme proposed an inclusive road map, taking advantage of the complementarities and synergies between countries, in order to achieve Sustainable Development Goal 7 by 2030, and at the same time ensuring that the energy sector contributes to the economic, social and environmental sustainability of development, specifically to each of the other 16 Goals. Furthermore, the subprogramme led the approval process of the regional strategy in the first half of 2020.

<sup>21</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

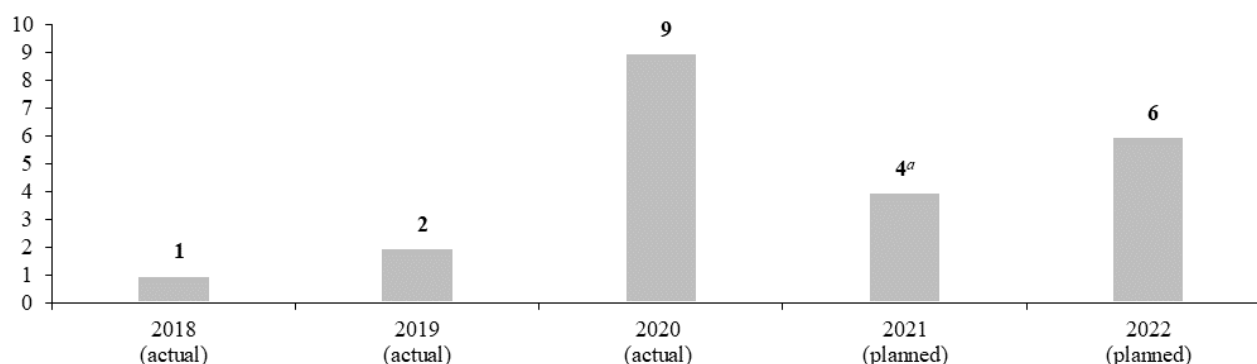
18.275 The above-mentioned work contributed to eight national institutions and one regional institution having aligned their plans and strategies with the 2030 Agenda, which exceeded the planned target of three reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

18.276 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 in the alignment of plans and strategies of national and regional institutions with the 2030 Agenda, in line with ECLAC recommendations. The expected progress is presented in the performance measure below (see figure 18.XXIX).

Figure 18.XXIX

**Performance measure: annual number of national institutions in the subregion that have aligned their plans and strategies with the 2030 Agenda in line with recommendations of the Economic Commission for Latin America and the Caribbean**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: strengthened technical dialogue for new development strategies in Central America<sup>22</sup>**

### **Programme performance in 2020**

18.277 The subprogramme has contributed to the improved formulation of evidence-based public policies in the economic fields in the Dominican Republic, El Salvador and Guatemala. The subprogramme also seeks to strengthen institutional capacities to focus on better investment opportunities. For example, a study was carried out on the challenges and opportunities to promote investment by the Salvadoran diaspora in their communities of origin. The results and policy recommendations were presented to the Minister of the Economy, the Minister for Foreign Affairs and the President of the Central Bank. A document summarizing the main findings and proposed strategies was published.

18.278 The above-mentioned work contributed to three countries developing studies on investment opportunities, which met the planned target of three countries with studies on growth, investment and productivity reflected in the programme budget for 2021.

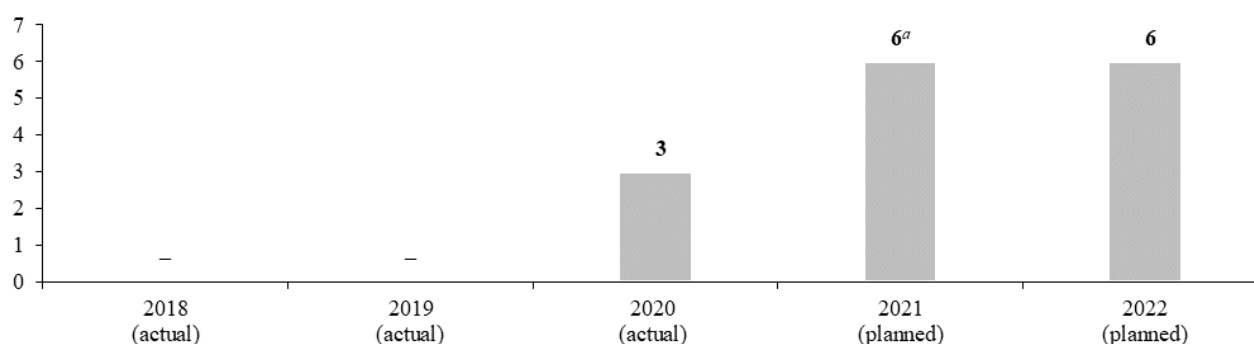
<sup>22</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

18.279 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 will evolve to include studies on economic, social and environmental structural gaps, which include growth, investment, productivity, social protection, health, education and nutrition. The expected progress is presented in the performance measure below (see figure 18.XXX).

Figure 18.XXX

**Performance measure: annual number of countries with studies on growth, investment and productivity**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: strengthened institutional capacities for designing public investments that incorporate disaster risk reduction and sustainable and inclusive adaptation to climate change

#### Proposed programme plan for 2022

18.280 According to research, Central America is one of the region's most vulnerable and exposed to the effects of climate change. For example, ECLAC estimates, using the loss and damage assessment methodology, that Honduras lost 79.9 per cent of its GDP owing to the impact of Hurricane Mitch.

18.281 The subprogramme, with its national and regional partners, has developed an applied integrated approach to disaster risk reduction and sustainable and inclusive adaptation to climate change by integrating mitigation measures as co-benefits. The subprogramme is working with national and regional institutions to implement this approach in various sectors, especially for green fiscal policies and public investment in key sectors for the 2030 Agenda, such as health, education, water and sanitation, productive sectors and energy.

#### *Lessons learned and planned change*

18.282 The lesson for the subprogramme was the increased demand for directly involving project designers in the sectors prioritized in each country in order to implement an integrated approach to disaster risk reduction and sustainable and inclusive adaptation to climate change. The subprogramme, with institutions responsible for national public investment systems, has conducted situational diagnoses and prepared high-level operational plans to improve national public investment by better integrating disaster risk reduction and sustainable and inclusive climate change adaptation. In applying this lesson, the subprogramme, jointly with

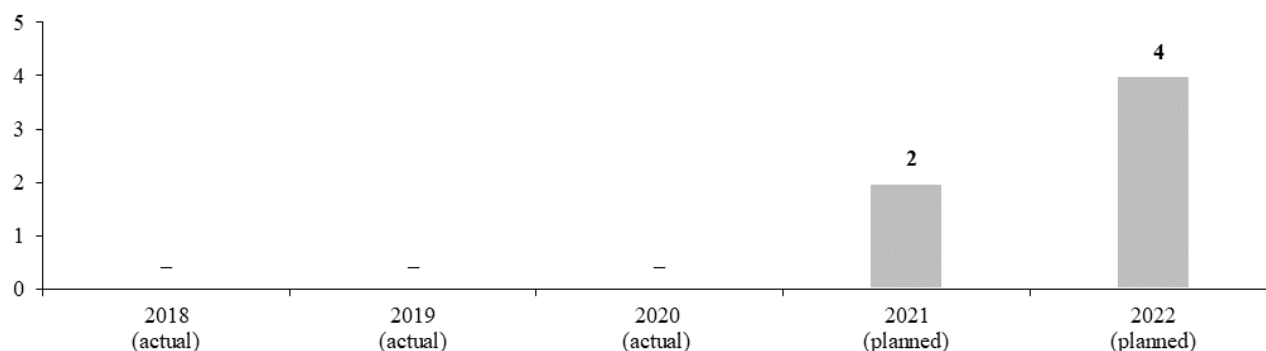
those institutions, will utilize the situational diagnoses and high-level operational plans to inform multi-stakeholder working groups, including ministries responsible for the environment, risk management systems and meteorological institutes, to integrate their knowledge and explore opportunities to replicate the approach and lessons in other countries. On the basis of these engagements, the subprogramme will strengthen methodological guides for the design of public investment projects, training with a “learning by doing” approach with teams designing real projects for the use of national and regional geographic information systems platforms in designing public investment projects.

*Expected progress towards the attainment of the objective, and performance measure*

18.283 This work is expected to contribute to the objective by integrating measures for disaster risk reduction and the sustainable and inclusive adaptation to climate change into the life cycle of public investment projects, as demonstrated by the number of countries with strengthened public investment systems integrating disaster risk reduction and adaptation to climate change into project design (see figure 18.XXXI).

Figure 18.XXXI

**Performance measure: annual number of countries with public investment systems strengthening project design with disaster risk reduction and sustainable and inclusive adaptation to climate change in at least one sector**



## Legislative mandates

18.284 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

67/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System	68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
67/144	Intensification of efforts to eliminate all forms of violence against women	69/16	Programme of activities for the implementation of the International Decade for People of African Descent
68/207	Sustainable tourism and sustainable development in Central America	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
68/220	Science, technology and innovation for development	69/187	Migrant children and adolescents
68/222	Development cooperation with middle-income countries		

69/202	The role of the United Nations in promoting a new global human order		and of the United Nations Conference on Sustainable Development
69/225	Promotion of new and renewable sources of energy	71/228	Protection of global climate for present and future generations of humankind
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	71/233	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/147	Protection of migrants	71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/101 A	Information in the service of humanity		Towards a New International Economic Order
71/164	Follow-up to the Second World Assembly on Ageing	71/236	International migration and development
71/178	Rights of indigenous peoples	71/237	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
71/186	Human rights and extreme poverty	71/238	Second United Nations Decade for the Eradication of Poverty (2008–2017)
71/190	Promotion of a democratic and equitable international order	71/241	Industrial development cooperation
71/191	The right to food	71/242	South-South cooperation
71/216	External debt sustainability and development	71/244	Agriculture development, food security and nutrition
71/223	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development	71/245	

#### *Economic and Social Council resolutions*

2004/52	Long-term programme of support for Haiti	2014/7	Further implementation of the Madrid International Plan of Action of Ageing, 2002
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2014/11	Follow-up to the International Conference on Financing for 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	2016/8	Rethinking and strengthening social development in the contemporary world
		2016/15	Programme of Action for the Least Developed Countries for the Decade 2011–2020
		2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2017/22	Science, technology and innovation for development

#### *Economic Commission for Latin America and the Caribbean resolutions*

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean	653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
615 (XXXI)	International migration	666 (XXXIV)	San Salvador resolution
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti	687(XXXV)	The regional dimension of the post-2015 development agenda

## **Deliverables**

18.285 Table 18.25 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.



Table 18.25

**Subprogramme 11: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
1. Field projects on macroeconomic modelling, decent work, macroprudential policies and debt sustainability, social policies and social protection	–	–	1	–
2. Field projects on financial inclusion, structural gaps, input-output tables and the role of fiscal policy in income redistribution	1	1	–	–
3. Field projects on new narratives and structural gaps	–	–	–	1
4. Field projects on climate change adaptation and disaster risk reduction	–	–	–	1
<b>Seminars, workshops and training events</b> (number of days)	<b>15</b>	<b>22</b>	<b>10</b>	<b>16</b>
5. Meetings of experts, including on debt sustainability, macroeconomic and public policies, social structure, welfare systems and stratification, energy, food and agriculture, productive development and international and subregional trends in trade	12	13	10	10
6. Courses and workshops on policy options relating to climate change adaptation and mitigation, the Sustainable Development Goals and sustainable development	3	9	–	6
<b>Publications</b> (number of publications)	<b>10</b>	<b>10</b>	<b>9</b>	<b>10</b>
7. Studies, including on macroeconomics, trade, external investments, social developments inclusive of labour markets, welfare systems, energy and agricultural sectors, public policies focusing on climate change and productive development	10	10	9	10
<b>Technical materials</b> (number of materials)	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>
8. Technical reports on subregional activities	1	1	1	2
9. Technical notes on recent macroeconomic developments in the countries of the subregion	10	10	10	10
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on macroeconomic and macroprudential policies, the 2030 Agenda, social development issues, trade, sectoral policy, energy and climate change.				
<b>Databases and substantive digital materials:</b> databases on economic statistics and national accounts, social indicators, the agricultural sector and food security, trade integration, the hydrocarbon sector, the electricity sector and climate change in the subregion.				

## Subprogramme 12

### Subregional activities in the Caribbean

#### Objective

18.286 The objective, to which this subprogramme contributes, is to strengthen the sustainable development process in the Caribbean in the economic, social and environmental dimensions and to enhance the subregion's cooperation with Latin America.

#### Strategy

18.287 To contribute to the objective, the subprogramme will continue to engage ECLAC member States, regional and extraregional entities and other partners in regional and country-specific initiatives aimed at improving cooperation among countries and other key development partners. The subprogramme will convene high-

level intergovernmental and technical meetings to facilitate the active engagement of Caribbean countries in the follow-up to global and regional initiatives and conferences, including the Sustainable Development Goals, as well as to explore and articulate strategies and approaches towards sustainable development based on practical research and empirical and conceptual frameworks of analysis.

18.288 To further contribute to the objective, the subprogramme will aid Caribbean countries through technical missions and advisory services, undertake research and analysis on emerging issues and challenges facing the Caribbean and work closely with United Nations entities and Caribbean development partners to strengthen the capacity of development practitioners and decision makers in designing and implementing resilience-building measures for durable development that are inclusive of the special situation of women and persons with disability. The subprogramme also plans to support Caribbean countries in the development of evidence-based policies that promote sustainable development, including Sustainable Development Goals 3, 4, 5, 8, 9, 13 and 14. This work is expected to result in advancing the implementation of national and subregional strategies and programmes.

18.289 The subprogramme plans to support member States on issues related to COVID-19 by orienting its research towards providing focused policy and technical advice to tourism-dependent economies, based on different possible socioeconomic scenarios following the COVID-19 pandemic.

18.290 The above-mentioned work is expected to result in:

(a) Increased effective subregional and regional engagement and consensus, functional cooperation and enhanced political advocacy on issues critical to the development of the Caribbean;

(b) Advancement of the implementation of national and subregional strategies and programmes.

18.291 The planned support on issues related to COVID-19 is expected to result in increased national capacities in select Caribbean tourism-based economies to facilitate resilient recovery in specific tourism-related sectors following the COVID-19 pandemic.

## **Programme performance in 2020**

18.292 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Resilience-building and disaster-resilient reconstruction policies to build back better after disasters**

18.293 The Caribbean is among the region's most vulnerable to the impact of extreme weather events, with countries of the subregion experiencing some of the highest rates of damage relative to their GDP. These events have taken an overwhelming toll on the productive sectors, significantly diminishing the capacity of Caribbean countries to finance their post-disaster recovery and resilience-building. The subprogramme, in partnership with the Inter-American Development Bank and supported by the Pan American Health Organization, conducted a damage and loss assessment of the impact of Hurricane Dorian in the Bahamas in late 2019. The report of the assessment – which estimated the cost of the damage and losses at \$3.4 billion

and was completed in January 2020 – included recommendations to guide the country's resilient reconstruction efforts.

*Progress towards the attainment of the objective, and performance measure*

18.294 The above-mentioned work contributed to the objective, as demonstrated by the Government of the Bahamas accepting the findings and recommendations of the damage and loss assessment report, which it used to inform the development of national policies on resilience-building, the review and updating of existing legislation related to the impact of natural disasters and the design by the Government of resilient reconstruction and redevelopment on the affected islands in response to the socioeconomic challenges in the aftermath of the hurricane (see table 18.26).

**Table 18.26**  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	The Government of the Bahamas accepted the damage and loss assessment report submitted by ECLAC in 2020 and used it to inform the development of national policies on resilience-building, to review and update existing legislation related to the impact of natural disasters and to design resilient reconstruction and redevelopment on the affected islands

**Impact of COVID-19 on subprogramme delivery**

18.295 Owing to the impact of COVID-19 during 2020, the subprogramme postponed an assessment of the impact of sargassum on the economies of the Caribbean, since data collection in the field by ECLAC staff, a vital component of this research, was not possible. The subprogramme also replaced planned field missions and face-to-face interviews for data collection with virtual meetings and the use of local consultants in lieu of travel by staff members.

18.296 At the same time, however, the subprogramme identified activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely: it adjusted the planned publication of *The Caribbean Outlook* to incorporate perspectives on how the subregion might address the challenges of response, recovery and resilience-building in the wake of the pandemic, and reformulated research on appropriate monetary and fiscal policy for reducing debt and fuelling growth in Caribbean economies to provide Caribbean member States with a cross-sectoral analysis of the immediate impact of the pandemic on their economies.

**Planned results for 2022**

18.297 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: identifying and addressing challenges in the implementation of the Sustainable Development Goals<sup>23</sup>**

#### **Programme performance in 2020**

18.298 The subprogramme enhanced the institutional capacity of member States to review their progress in achieving the Sustainable Development Goals through subregional and national workshops and training. These activities enabled Caribbean countries to identify critical challenges to timely implementation of the Goals and to begin discussions on how to effectively address them. The subprogramme also provided technical assistance to Caribbean countries in the preparation of their voluntary national reviews for the high-level political forum on sustainable development. This has contributed to improving national capacities for monitoring and evaluating progress in the achievement of the Goals, as well as progress in meeting national development objectives.

18.299 The above-mentioned work contributed to the update of the national development plan of one country, the update of the national development strategy of one country, the review and alignment of sectoral plans of one country with the country's national development strategy, and the preparation of voluntary national reviews by eight countries, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

18.300 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 intensify efforts to facilitate the dissemination of data and statistics that could contribute to evidence-based policies, programmes and advocacy for the successful implementation of and effective reporting on the Sustainable Development Goals, including through the deployment of the REDATAM tool to disseminate census data. The expected progress is presented in the performance measure below (see table 18.27).

Table 18.27  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Requirement to strengthen regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by three Caribbean countries	Improved regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least five Caribbean countries	Update of the national development plan of one country, update of the national development strategy of one country, review and alignment of sectoral plans of one country with the country's national development strategy, and	Significantly enhanced regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least eight Caribbean countries	Regional institutional capacity well positioned for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least 10 Caribbean countries

<sup>23</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		preparation of voluntary national reviews by eight countries		

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: more countries with Sustainable Development Goal institutional frameworks to strengthen their sustainable development processes<sup>24</sup>**

### **Programme performance in 2020**

18.301 The subprogramme engaged in national stakeholder consultations on the 2030 Agenda and the Sustainable Development Goals to raise awareness and national ownership. It also provided direct technical assistance to Caribbean countries through the design of templates of institutional frameworks.

18.302 The above-mentioned work contributed to the establishment of a new institutional framework for the Sustainable Development Goals in one country and the designation of existing agencies as the institutional framework in six others, altogether representing 88 per cent of Caribbean countries, which exceeded the planned target of 69 per cent of Caribbean countries with formalized institutional frameworks for the Goals reflected in the programme budget for 2021.

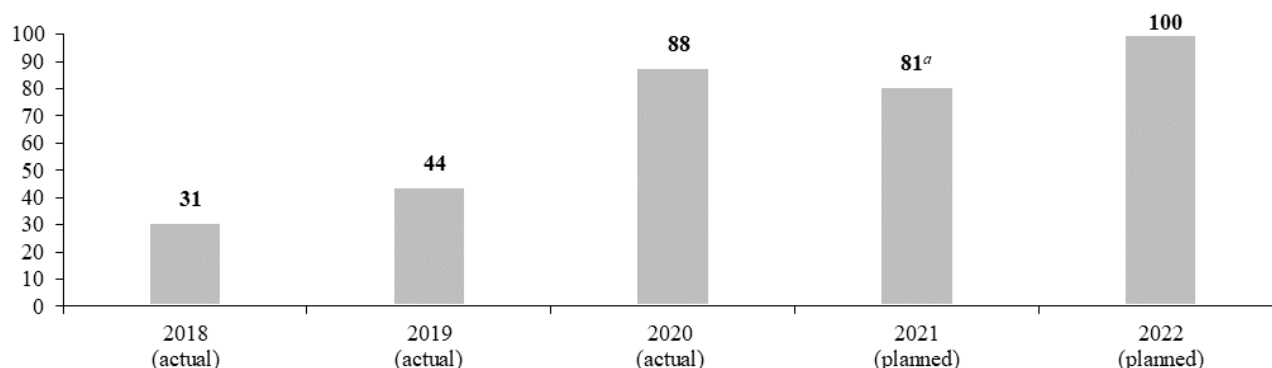
### **Proposed programme plan for 2022**

18.303 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 intensify its stakeholder engagement to contribute to improved national ownership of the global agenda and continue to offer technical assistance to member States in formalizing existing ad hoc arrangements for the Sustainable Development Goals in national institutional frameworks. The expected progress is presented in the performance measure below (see figure 18.XXXII).

<sup>24</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 18.XXXII

**Performance measure: percentage of Caribbean countries with formalized Sustainable Development Goal institutional frameworks**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: building back better post COVID-19 through economic restructuring and diversification**

#### **Proposed programme plan for 2022**

18.304 Tourism-dependent economies of small island developing States in the Caribbean were severely affected by the COVID-19 pandemic during 2020. Countries of the subregion were already suffering the negative impacts of climate change, extreme weather events and declining access to development assistance as middle-income countries, all of which have contributed to deepening debt and liquidity crises. In the wake of the pandemic, many small island developing States in the Caribbean are endeavouring to undertake economic restructuring and upgrading to promote greater economic diversification and to build back more dynamic and competitive tourism and tourism-related sectors. The subprogramme has completed several research papers on specific sectors to determine and inform member States about the immediate impact of the pandemic on their economies and what could be done to address the challenges.

#### *Lessons learned and planned change*

18.305 The lesson for the subprogramme was the demand for policy options to address different possible scenarios when situations such as the COVID-19 pandemic occur. In conducting research during an evolving situation, the data and information and related conclusions often become outdated very quickly, thereby losing their currency and value to the intended beneficiaries. In applying the lesson, the subprogramme will ensure that future research in such circumstances includes several possible outcomes and scenarios, to facilitate the provision of timely technical and policy guidance to member States during and after events.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.306 This work is expected to contribute to the objective, as demonstrated by a number of Caribbean countries developing proposals for investing in new and existing niches to diversify and resuscitate those sectors (see table 18.28).

Table 18.28  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Member States have access to research on the potential impact of the COVID-19 pandemic on Caribbean economies	Caribbean member States have access to a road map to begin to build back better	2 Caribbean countries develop proposals for investing in new or existing sector niches and segments

## Legislative mandates

18.307 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

67/215	Promotion of new and renewable sources of energy	73/142	Inclusive development for and with persons with disabilities
67/218	Promoting transparency, participation and accountability in fiscal policies	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
68/304	Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes	73/225	Entrepreneurship for sustainable development
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	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018–2028
70/128	Cooperatives in social development	73/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/189	Financial inclusion for sustainable development		
70/204	International Strategy for Disaster Reduction		
70/263	Cooperation between the United Nations and the International Organization for Migration	73/229	Towards the sustainable development of the Caribbean Sea for present and future generations
70/296	Agreement concerning the Relationship between the United Nations and the International Organization for Migration	73/239	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development		International migration and development
73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases	73/241 73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
73/104	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
73/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly		

73/292	2020 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	74/207	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
73/347	Cooperation between the United Nations and the Caribbean Community	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
74/113	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	74/218	Disaster risk reduction
74/120	Promoting social integration through social inclusion	74/219	Protection of global climate for present and future generations of humankind
74/121	Policies and programmes involving youth	74/223	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
74/125	Follow-up to the Second World Assembly on Ageing	74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all
74/126	Improvement of the situation of women and girls in rural areas	74/229	Science, technology and innovation for sustainable development
74/128	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	74/230	Culture and sustainable development
74/197	Information and communications technologies for sustainable development	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
74/201	International trade and development	74/307	United response against global health threats: combating COVID-19
74/203	External debt sustainability and development		

*Economic and Social Council resolutions*

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2018/18	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2014/11	Follow-up to the International Conference on Financing for Development	2018/21	Admission of French Guiana as an associate member of the Economic Commission for Latin America and the Caribbean
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2015/10	2020 World Population and Housing Census Programme	2020/7	Affordable housing and social protection systems for all to address homelessness
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2020/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2018/3	Future organization and methods of work of the Commission for Social Development	2020/10	Report of the Committee for Development Policy on its twenty-second session
2018/5	Strategies for eradicating poverty to achieve sustainable development for all	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
2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002	2020/13	Science, technology and innovation for development
		2020/22	United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases



*Economic Commission for Latin America and the Caribbean resolution*

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**Deliverables**

18.308 Table 18.29 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 18.29

**Subprogramme 12: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Sessions of the Caribbean Development and Cooperation Committee	3	3	–	3
2. Meetings of the Monitoring Committee of the Caribbean Development and Cooperation Committee	–	–	3	–
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	<b>–</b>	<b>2</b>
3. Field project on a relevant issue related to sustainable development in the Caribbean	1	1	–	2
<b>Seminars, workshops and training events</b> (number of days)	<b>25</b>	<b>25</b>	<b>22</b>	<b>18</b>
4. Meetings on monetary and fiscal policy; industrial restructuring of service-producing economies; trade financing; and debt sustainability	6	6	9	–
5. Meeting on information and communications technology (ICT) for sustainable development in the Caribbean	2	2	1	1
6. Meetings on industrial development; trade and sustainable development in the Caribbean	–	–	–	2
7. Meetings on issues relating to sustainable development; gender and development; population and development; and selected social development issues in the Caribbean	2	2	4	1
8. Meeting on non-communicable diseases in the Caribbean	2	2	–	–
9. Meeting on statistics for sustainable development in the Caribbean	2	2	1	1
10. Meeting on disaster risk reduction measures; climate change adaptation and mitigation strategies; selected Sustainable Development Goals and their implementation; selected issues related to the environment, science, technology and innovation; and small island developing States and the Goals in the Caribbean	2	2	1	2
11. Meeting of the Caribbean Development Round Table	1	1	–	1
12. Workshops on sustainable social protection programmes in the Caribbean; on the use of the updated ECLAC disaster assessment methodology; on selected issues of ICT for sustainable development; on trade policy frameworks; on selected issues of social development in the Caribbean; on the finalization and online dissemination of the 2020 round of population and housing censuses in the Caribbean; and on an issue related to environmental development, disaster risk management or resilience-building	2	2	–	10
13. Training courses on evidence-based policy planning for sustainable development; on disaster risks and resilience-building; on selected ICT for sustainable development and knowledge management issues; on the use of REDATAM for online dissemination of census and household survey data; and on selected environmental development issues	6	6	6	–

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Publications</b> (number of publications)	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>
14. <i>Economic Survey of the Caribbean</i>	1	1	1	1
15. <i>Preliminary Overview of the Economies of the Caribbean</i>	1	1	1	1
16. <i>Caribbean Development Report</i>	1	1	–	1
17. Studies on monetary and fiscal policy; industrial restructuring of service-producing economies; implementation of the Sustainable Development Goals; trade financing; industrial development; and trade and sustainable development in the Caribbean	2	2	2	2
18. Studies on statistics for sustainable development; ICT for sustainable development in the Caribbean; and issues related to the development of small island developing States	3	3	3	2
19. Study on gender and development in the Caribbean	1	1	1	–
20. Studies on non-communicable diseases; population and development; and selected social development issues in the Caribbean	1	1	1	1
21. Study on disaster risk reduction measures; climate change adaptation; small island developing States and the Sustainable Development Goals; and the environment, science, technology and innovation in the Caribbean	1	1	1	2
<b>Technical materials</b> (number of materials)	<b>6</b>	<b>6</b>	<b>8</b>	<b>9</b>
22. Technical materials on the Sustainable Development Goals and the sustainable development of small island developing States	1	1	–	–
23. Policy briefs on specific issues related to economic development, ICT for development, social development, environmental development, statistics and disaster risk management or resilience building in the Caribbean; and <i>Caribbean in Brief</i>	1	1	4	5
24. <i>FOCUS</i> magazine	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to member States, upon request, on ICT for development, economic policies and integration, gender equality and social and population development, environmental development, and disaster preparedness and risk reduction.				
<b>Databases and substantive digital materials:</b> knowledge repository; knowledge society toolkit; database on statistical indicators; and database on natural disasters.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> community outreach events.				
<b>External and media relations:</b> news items; <i>The Hummingbird</i> newsletter; media events; and television and radio interviews with ECLAC Caribbean staff.				
<b>Digital platforms and multimedia content:</b> ECLAC Caribbean website, Facebook page and LinkedIn page.				
<b>Library services:</b> information requests; library catalogue; interlibrary loans and services; and book displays (virtual).				

### Subprogramme 13

#### Support for regional and subregional integration and cooperation processes and organizations

#### Objective

18.309 The objective, to which this subprogramme contributes, is to enhance regional and subregional integration processes in order to foster their convergence and the participation of the region through common positions in interregional and global political dialogues in support of the 2030 Agenda.

## Strategy

18.310 The subprogramme will help the region to move towards the achievement of the Sustainable Development Goals, in particular Goals 16 and 17. To contribute to the objective, the subprogramme will continue to provide support to subregional and regional organizations in the context of the Commission's convening role as an intergovernmental platform for policy advice and dialogue, by promoting coordination and cooperation within and among member States and associate members, subregional and regional entities, the resident coordinator system, United Nations agencies, funds and programmes, the private sector, civil society organizations, academic institutions, extraregional stakeholders and other third parties. This support is provided through technical, logistical and substantive contributions to subregional and regional initiatives aimed at facilitating debate and the construction of intraregional agreements and their follow-up, as well as by strengthening the interests and the positioning of the region for participation in interregional and global political dialogues. The subprogramme will also provide technical cooperation and advisory services, upon request, and training activities and will promote the sharing of knowledge and experiences and the transfer of technology.

18.311 The subprogramme will support the development of joint regional positions in multilateral forums and global conferences in connection with important events, such as the meetings of the Community of Latin American and Caribbean States, the Central American Integration System, MERCOSUR, the Pacific Alliance, the Caribbean Community, the Association of Caribbean States, the Organisation of Eastern Caribbean States and other integration mechanisms that will report to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

18.312 The subprogramme will also promote peer learning, the sharing of best practices and discussion on shared targets and will prioritize the gender perspective and the Caribbean First strategy of the Commission.

18.313 The subprogramme plans to support member States on issues related to COVID-19 with renewed multilateral cooperation, in the context of integration schemes and organizations in the region.

18.314 The above-mentioned work is expected to result in:

- (a) Reduced regional asymmetries and increased South-South and triangular cooperation initiatives;
- (b) Common positions in support of the implementation of the 2030 Agenda;
- (c) Increased capacity of government officials involved in the economic, social and political aspects of integration processes and those responsible for the implementation of the 2030 Agenda to promote the active engagement of member States in regional and subregional integration processes and their strategic positioning at the global level.

18.315 The planned support on issues related to COVID-19 is expected to result in collaboration to intensify international cooperation to overcome the challenges posed by the pandemic.

## Programme performance in 2020

18.316 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **2030 Agenda: an opportunity to support regional cooperation to fight against COVID-19**

18.317 In 2020, the subprogramme continued to address the needs and demands of member States by convening intergovernmental integration schemes and organizations in the region, ensuring multi-stakeholder dialogue, in particular on the socioeconomic impact of COVID-19 in countries of the region. Even though the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was postponed to 2021, the subprogramme promoted and organized different events with civil society and other stakeholders in order to build dialogue, promote the exchange of experiences and best practices and build bridges.

#### *Progress towards the attainment of the objective, and performance measure*

18.318 The above-mentioned work contributed to the objective, as demonstrated by the number of participants from civil society organizations that attended the events organized by the subprogramme in the framework of the Forum of the Countries of Latin America and Caribbean on Sustainable Development or the ECLAC session (see table 18.30).

Table 18.30  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
230 participants attended the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	300 participants attended the third meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	227 participants attended the dialogue with civil society in the framework of the thirty-eighth session of the Commission

### **Impact of COVID-19 on subprogramme delivery**

18.319 Owing to the impact of COVID-19 during 2020, training and workshops planned to be delivered by the subprogramme had to be adapted to virtual modalities. Furthermore, the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was postponed and scheduled for the first half of 2021.

### **Planned results for 2022**

18.320 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: 2030 Agenda: a space for regional integration<sup>25</sup>**

#### **Programme performance in 2020**

18.321 The subprogramme carried out activities in order to support regional and subregional integration, especially since the outbreak of the COVID-19 pandemic. It also reoriented activities in order to support dialogue in line with the needs of member States and received a request for technical cooperation from Mexico in its capacity of pro tempore secretariat of the Community of Latin American and Caribbean States, in March 2020, on the economic impact of the pandemic in the countries of the region.

<sup>25</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 21)).

This request led to the development by ECLAC of the COVID-19 Observatory and the publication of special reports, with analysis and policy proposals to address the impact of the pandemic in the countries of the region and to recover better from it. In this regard, the subprogramme contributed to the reports entitled “Political and social compacts for equality and sustainable development in Latin America and the Caribbean in the post-COVID-19 recovery” and “The impact of the COVID-19 pandemic on the tourism sector in Latin America and the Caribbean”.

18.322 The above-mentioned work contributed to consideration of the economic demographics of the region, which comprises middle-income countries, landlocked developing countries, small island developing States and Haiti, the only least developed country in the region, in support of the implementation of the 2030 Agenda in the context of the pandemic and leaving no one behind, which met the planned target reflected in the proposed programme budget for 2020 of fostering peer learning and the identification of best practices and lessons learned, even though the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was postponed to 2021 owing to the impact of the pandemic in the region.

### Proposed programme plan for 2022

18.323 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 organize activities in the framework of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The expected progress is presented in the performance measure below (see table 18.31).

Table 18.31  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Best practices and shared targets on regional progress and challenges in relation to the implementation of the 2030 Agenda were discussed at the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, with the contributions from the second annual report on the implementation of the 2030 Agenda prepared by ECLAC providing a basis	End of cycle peer review and sharing of best practices within the space of the third meeting of the Forum was supported by the quadrennial report prepared jointly by ECLAC and the United Nations Sustainable Development Group for Latin America and the Caribbean, reflecting increased collaboration	Peer learning, sharing of best practices and discussion on shared targets for regional implementation of the 2030 Agenda	Report on progress and challenges will allow for the identification of best practices and lessons learned during the previous cycle, and will support the discussions at the fourth meeting of the Forum as a new implementation cycle begins	In the space of the fifth meeting of the Forum, best practices are shared on how to successfully tackle the impacts of the COVID-19 pandemic on development, thus promoting stronger multilateralism and international cooperation

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: reduced regional asymmetries and increased South-South and triangular cooperation<sup>26</sup>

### Programme performance in 2020

18.324 In the context of the Caribbean First strategy of ECLAC, the subprogramme facilitated a high-level dialogue with 13 Caribbean member States and 14 associate members, in close coordination with ECLAC subregional headquarters for the Caribbean, resident coordinators, United Nations agencies, funds and programmes, subregional organizations, academic institutions and civil society. The dialogue represented an opportunity to increase the level of participation of Caribbean representatives in the activities and events organized by the subprogramme. Moreover, within the framework of the thirty-eighth Session of the Commission, the Caribbean countries had a very high level of representation in the Committee on South-South Cooperation, with the election of Jamaica as Vice-Chair of the Committee. Likewise, in 2020, as part of the follow-up to the second High-level United Nations Conference on South-South Cooperation, the subprogramme supported the evaluation of South-South cooperation in Barbados and Jamaica and the presentation of its results at a meeting of experts, attended by about 100 experts from Latin America and the Caribbean.

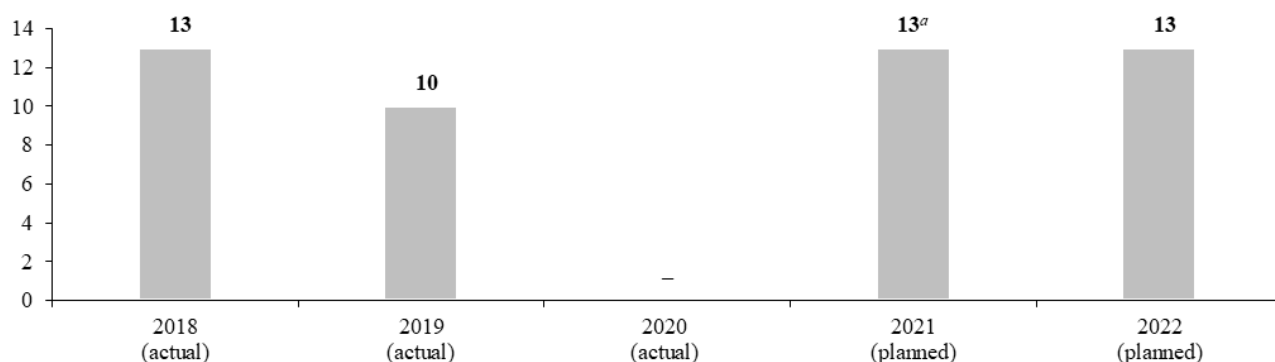
18.325 The above-mentioned work did not meet the planned target of 12 Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development reflected in the programme budget for 2020. As a result of the outbreak of the COVID-19 virus, ECLAC, in coordination with the Government of Cuba in its capacity as Chair of the Forum for 2018–2020), decided not to proceed with the fourth meeting of the Forum.

### Proposed programme plan for 2022

18.326 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 member States in increasing the number of Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The expected progress is presented in the performance measure below (see figure 18.XXXIII).

Figure 18.XXXIII

**Performance measure: number of Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>26</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### **Result 3: robust regional and subregional integration processes in support of post-pandemic recovery in line with the 2030 Agenda**

#### **Proposed programme plan for 2022**

18.327 The effects of the COVID-19 pandemic are exacerbating inequalities within and among countries. Increased international cooperation and stronger regional multilateralism can support collective action for the provision of global and regional public goods and strengthen deliberative capacities, transparency and informed debate among citizens, all of which can support the region in building back better in the wake of the pandemic. The Secretary-General has said that, in the knowledge that there is no system of global governance, the only possible way out of the crisis is through effective international cooperation; and he has stressed that “multilateralism is not only a matter of confronting shared threats; it is about seizing common opportunities. We now have the opportunity to build back better than in the past”.<sup>27</sup> In the countries of Latin America and the Caribbean, there is an opportunity to prepare and lead with a regional voice in the post-pandemic global arena.

#### *Lessons learned and planned change*

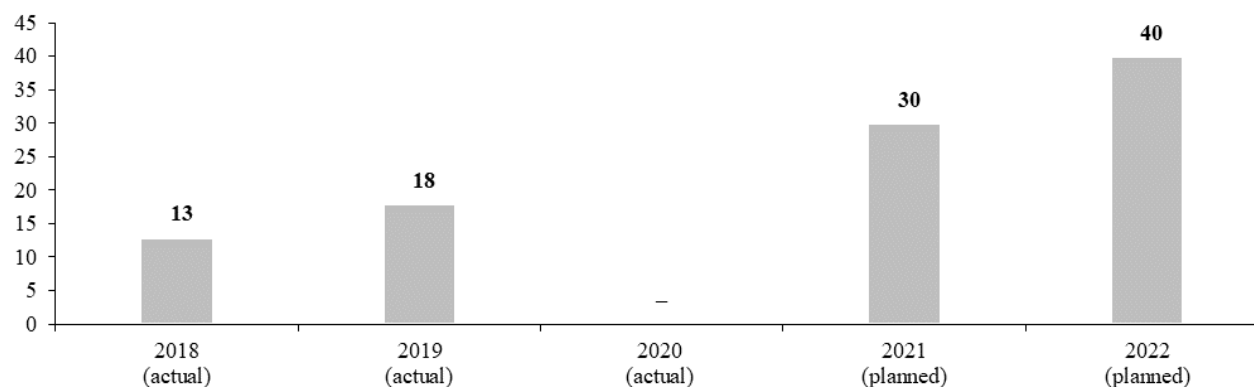
18.328 The lesson for the subprogramme was increased awareness of the importance of promoting dialogue with stakeholders. In applying the lesson, the subprogramme will increase the coordination activities with integration and cooperation organizations to support their relationships with extrarregional stakeholders and third parties, including civil society. The subprogramme will continue to support subregional and regional organizations by promoting coordination, cooperation, complementarity and synergies and by contributing to convergence processes when the Commission’s participation is required.

#### *Expected progress towards the attainment of the objective, and performance measure*

18.329 This work is expected to contribute to the objective, as demonstrated by an increasing number of organizations participating in the Forum of the Countries of Latin America and the Caribbean for Sustainable Development (see figure 18.XXXIV).

Figure 18.XXXIV

**Performance measure: annual number of regional and subregional organizations and civil society organizations participating in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development**



<sup>27</sup> United Nations, “Secretary-General’s message on the International Day of Multilateralism and Diplomacy for Peace”, 24 April 2020.

## Legislative mandates

18.330 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

65/177	Operational activities for development of the United Nations system	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
66/223	Towards global partnerships		
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
71/318	Second High-level United Nations Conference on South-South Cooperation	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
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	74/274	International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19
		74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
		74/307	United response against global health threats: combating COVID-19

### *Economic Commission for Latin America and the Caribbean resolutions*

730 (XXXVII)	Committee on South-South Cooperation	749 (XXXVIII)	Committee on South-South Cooperation
731 (XXXVII)	Seventieth anniversary of the Economic Commission for Latin America and the Caribbean		

## Deliverables

18.331 Table 18.32 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 18.32

### **Subprogramme 13: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>
1. Training courses and seminars, in cooperation with government entities and regional and subregional organizations, on strategies and processes for convergence and integration; on South-South and triangular cooperation and strategies relating to extraregional stakeholders and third parties; to assess progress in subregional and regional integration; and to assess progress in subregional and regional integration processes	7	7	6	6
<b>Publications</b> (number of publications)	<b>3</b>	<b>2</b>	<b>4</b>	<b>3</b>
2. Studies on the integration of regional and subregional organizations and processes, including South-South cooperation	3	2	4	3
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>
3. Input for the intergovernmental meeting on integration and cooperation and meetings with extraregional stakeholders and third parties	3	3	3	2



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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### C. Substantive deliverables

**Consultation, advice and advocacy:** advice to member States, upon request, on topics related to the Commission's mandate, including on integration and cooperation, to regional and subregional organizations and processes, including the 2030 Agenda; and provision to member States, upon request, of technical cooperation services to regional and subregional processes and organizations in areas relevant to the Commission's mandate and in their relationships with extraregional stakeholders and third parties in areas relating to the work of the subprogramme.

## **Programme 19**

### **Economic and social development in Western Asia**

#### **Overall orientation**

##### **Mandates and background**

19.1 The Economic and Social Commission for Western Asia (ESCWA) is responsible for promoting inclusive and sustainable development in the Arab region. The mandate derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolutions 1818 (LV), by which the Council established the Commission, and 1985/69, amending its terms of reference to underscore its social functions.

19.2 The development landscape in the Arab region is dominated by the need to protect development gains while tackling the lingering effects of the coronavirus disease (COVID-19) pandemic, and to leverage this momentum to build back better and accelerate the progress in implementing the 2030 Agenda for Sustainable Development. In this context, ESCWA will support its member States in accomplishing the goals set within their national development plans and fulfilling their vision of thriving Arab societies, based on prosperity, equality, respect for diversity and sustainable use of resources. The planned programme of work was elaborated bearing in mind the negative medium- and longer-term impact of the COVID-19 pandemic and continued protracted and widespread political instability and violent conflict, which exacerbate further the decades-old economic, social and environmental challenges and create additional barriers for the region's development trajectory and fulfilment of its peoples' ambitions.

##### **Strategy and external factors for 2022**

19.3 In line with its mandate and underscoring its commitment to member States, the programme will continue to leverage its expertise, experience and partnerships to deploy multidisciplinary approaches in support of national and regional efforts towards fulfilling the ambitions of the Arab region's peoples for a prosperous and dignified future. The Commission's strategy for 2022 is rooted in the longer-term vision for the region and centred on provision of support to member States in developing and implementing policies, strategies and programmes to enhance the welfare of their citizens, as stipulated by the national development plans and the 2030 Agenda.

19.4 At the very core of the strategy is the commitment to not only remain on track, but, in fact, to build back better and even accelerate, to the extent possible, the progress towards the Sustainable Development Goals. Efforts to mitigate the negative socioeconomic impact of the COVID-19 pandemic will be mainstreamed into the longer-term agenda and vision for the region, allowing development gains to be sustained and expanded. The hallmark of the ESCWA programme for 2022, and each of its six subprogrammes, is the Arab region peoples' ambition for stable, just and flourishing societies. This includes, among other things, strengthening national institutions and regional and subregional collaboration; reducing inequalities and empowering the most vulnerable groups; promoting viable management of natural resources and climate action; and analysis of trends and evidence and development of tools in support of informed decision-making; with the overall aim of sustained shared prosperity.

19.5 Specifically, the programme will support Governments in addressing the many vulnerabilities while building effective and resilient institutions, ensuring that interventions empower and remain focused on addressing the specific needs of the

most vulnerable and marginalized groups of people, as part of the commitment to leave no one behind. In addition to helping member States with optimizing their COVID-19 recovery plans, the programme will invest in increasing access to reliable and disaggregated data and the required technologies and innovation to meet the challenges of the fourth industrial revolution; and provide improved tools and frameworks for the analysis of risks and opportunities; hence enabling informed policy design and decision-making. ESCWA will leverage its expertise and resources in support of sustainable management of groundwater and other natural resources; and will promote debt-swap and debt-reduction schemes, as part of its effort to boost not only socioeconomic progress but also climate-related action. The Commission will contribute to creating an enabling environment for greater regional integration and lasting partnerships for development, including strengthened South-South and triangular cooperation.

19.6 For 2022, the Commission's planned deliverables and activities reflect the likely ongoing challenges related to COVID-19 that are being faced by member States. Such planned deliverables and activities include continued support to national and regional initiatives to mitigate the socioeconomic impact of the pandemic, while remaining on track with the Sustainable Development Goal commitments. This will be achieved through an even greater investment in analysis of trends, challenges and opportunities and new technologies and innovation; enhancing the capacities of national institutions; and ensuring the inclusion and empowerment of the most vulnerable. Specific examples of such planned deliverables and activities are provided under subprogramme 1, Climate change and natural resource sustainability, subprogramme 2, Gender justice, population and inclusive development, subprogramme 3, Shared economic prosperity, subprogramme 5, 2030 Agenda and Sustainable Development Goal coordination, and subprogramme 6, Governance and conflict prevention. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogramme 5.

19.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Commission will further consolidate its strategic and historic partnership with the League of Arab States. This partnership manifests itself in several areas, including: monitoring and reporting on progress made in the implementation of the 2030 Agenda; supporting member States on climate change through the ESCWA-based Arab Centre for Climate Change Policies; and jointly working to revisit multidimensional poverty, measure non-income poverty and promote poverty eradication in line with the 2030 Agenda. The two bodies also cooperate on the normative and capacity development dimensions of regional economic integration, including with regard to trade, customs, migration, transport, energy, water, food security and other transboundary and regional development challenges.

19.8 The Commission's partnership with the Islamic Development Bank will continue to cover a number of areas, including: transport corridors as trade facilitators that would lead to increased economic activity and job creation; mainstreaming climate action in national development plans; and the role of parliaments in promoting and monitoring the implementation of the 2030 Agenda. In parallel, ESCWA will partner with the World Bank, the International Monetary Fund, the Organisation for Economic Co-operation and Development (OECD), the World Trade Organization and a multitude of global and regional actors.

19.9 Furthermore, ESCWA will continue its engagement with academic institutions and think tanks, in particular through its academic network for development dialogue, with the aims of promoting dialogue, collaboration and knowledge-sharing between the United Nations and academia in the Arab region; and of enhancing proactive and informed policymaking that is aligned with national ambitions for achieving the

Sustainable Development Goals. It will also create further opportunities for partnership and engagement with civil society and the private sector in order to bridge the knowledge implementation gap and help member States to gain access to innovation and financing.

19.10 With regard to inter-agency coordination and liaison, ESCWA will continue to play a lead role in the Arab region in implementing the Secretary-General's reform agenda, as approved by the General Assembly in its resolution [72/279](#). The Commission will maintain its approach to multi-stakeholder engagement at the national and regional levels, continuing to create unique regional platforms in which government representatives, parliamentarians, civil society and the private sector can exchange good practice and identify innovative solutions. In addition, ESCWA will expand on the services and added value of Manara (the regional knowledge and expertise hub) and will take the lead on a number of global initiatives to improve not only the work of institutions in the region but also of the United Nations globally. This is in addition to the substantive and normative collaboration at the regional and global levels with a plethora of United Nations agencies and global, regional and national institutions on a wide variety of topics relating to the Sustainable Development Goals, such as growth and strengthened capacities of national institutions, employment, poverty, social protection, food security, climate change, migration, gender, and data and statistics.

19.11 The programme will continue to work closely with the United Nations Development Coordination Office and offices of the United Nations resident coordinators and through the regional collaborative platform in the Arab region to ensure greater complementarity and synergy of its own projects with those implemented as part of national development cooperation frameworks. The aim of this collaboration is to optimize United Nations programming in the Arab states, to accelerate achievements towards the 2030 Agenda.

19.12 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) The Governments in the region (and globally) will have shifted their focus from immediate life- and livelihood-saving interventions to socioeconomic recovery and the achievement of the 2030 Agenda;

(b) The national development and political landscapes remain conducive for ESCWA to provide integrated policy advice, normative support and technical capacity-building on regional priorities;

(c) ESCWA partners and interlocutors remain committed to collaboration with the Commission and advancing joint initiatives and projects.

19.13 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.

19.14 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it implements the accountability framework for gender equality in line with Economic and Social Council resolution [2013/16](#), in addition to targeted activities led by its subprogramme on gender justice, population and inclusive development. With regard to disability inclusion, in addressing the special needs of marginalized and vulnerable groups, ESCWA will continue to advance the inclusion of the needs of persons with disabilities in its

programme, in line with the United Nations Disability Inclusion Strategy. Special consideration will also be given to greater inclusion and empowerment of youth and the elderly.

19.15 Following the adoption of its resolution 335 (S-VI), the Commission operationalized its new structure, designed to optimize its substantive and operational assets in the service of member States by reconfiguring its overall programme into six subprogrammes on interrelated topics. Accordingly, the programme plan for 2022 is presented under the newly adopted subprogramme structure, in line with resolution 335 (S-VI) and as set forth in the note by the Secretary-General transmitting a report on the new strategic vision of ESCWA (E/2020/12). Reporting on the Commission's performance for 2020 is presented under the previous structure, consisting of seven subprogrammes, which was in place at the time of programme planning for 2020 (see annex to part A).

## Legislative mandates

19.16 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

68/196	United Nations Guiding Principles on Alternative Development	74/216	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
69/230	Culture and sustainable development		
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/307	Cross-cutting issues	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/239	South-South cooperation
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	75/4	Special session of the General Assembly in response to the coronavirus disease (COVID-19) pandemic

### *Security Council resolutions*

1325 (2000)	2535 (2020)
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### *Economic and Social Council resolutions*

1818 (LV)	Establishment of an Economic Commission for Western Asia	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission	2020/16	Programme of Action for the Least Developed Countries for the Decade 2011–2020
2014/36	Redesignation of the Technical Committee of the Economic and Social Commission for Western Asia as the Executive Committee and amendment of its terms of reference	2020/20	Admission of Algeria and Somalia to membership in the Economic and Social Commission for Western Asia
2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	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

*Economic and Social Commission for Western Asia ministerial declarations and resolutions*

Tunis Declaration on Social Justice in the Arab Region (2014)	333 (XXX)	Adoption of the proposed amendments to the strategic framework and programme of work for the biennium 2018–2019
Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development (2016)		
Beirut Consensus on Technology for Sustainable Development in the Arab Region (2018)	334 (XXX)	Adoption of the reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
Arab Declaration on Progress in Implementation of the Beijing Declaration and Platform for Action after 25 Years (2019)	335 (S-VI)	Programme Plan for the Economic and Social Commission for Western Asia for 2021
331 (XXX) Comprehensive approaches to technical cooperation in response to member States' emerging needs	336 (S-VI)	Requests by Algeria and Somalia for membership of the Economic and Social Commission for Western Asia

**Deliverables**

19.17 Table 19.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 19.1

**Cross-cutting deliverables for the period 2021–2022, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>15</b>	<b>15</b>	<b>12</b>	<b>9</b>
1. Reports for the ESCWA ministerial session	9	9	–	1
2. Reports for the Executive Committee	6	6	12	8
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>14</b>	<b>14</b>	<b>17</b>	<b>16</b>
3. Meetings of the Executive Committee	4	4	8	6
4. Meetings of the ESCWA Advisory Committee	4	4	2	3
5. Meeting of the Committee for Programme and Coordination	2	2	1	1
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	2	2	1	1
7. Meeting of the Fifth Committee of the General Assembly	2	2	1	1
8. Meeting of the regional collaborative platform	–	–	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
9. ESCWA annual report	1	1	1	1
10. Report on the performance of the United Nations development system in the Arab region	–	–	1	–
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> various ESCWA social media platforms and newsletters in Arabic and English; celebration of special international days and weeks, such as International Women's Day, International Day of Persons with Disabilities and World Environmental Day; brochures, leaflets, posters and other promotional material on ESCWA activities; visual content items and videos on ESCWA activities and daily ESCWA news in English and Arabic on the ESCWA website; briefings, lectures and awareness-raising activities with schools, universities and visitors on the work of the United Nations and ESCWA.				
<b>External and media relations:</b> press conferences and briefings by the Executive Secretary and other senior officials and for the launch of flagship publications and major events; interviews of the Executive Secretary and other senior officials with media outlets; ESCWA live television broadcasting services; press releases in English and Arabic on ESCWA activities; media coverage for ESCWA meetings and activities.				

## **Evaluation activities**

19.18 In 2022, ESCWA plans to refocus its evaluations to prioritize specific key result areas within its programme in light of the Commission's long-term strategy, rather than the subprogrammes themselves. The aim will be to support forward planning of activities and results through a more proactive approach to understanding and responding to the needs of the Arab region and the member States. In this connection, at least one evaluation of select areas of ESCWA subprogrammes is planned for 2022.

## **Programme of work**

### **Subprogramme 1**

#### **Climate change and natural resource sustainability**

### **Objective**

19.19 The objective, to which this subprogramme contributes, is to advance climate action and integrated and sustainable policies in the areas of water, energy and food security.

### **Strategy**

19.20 To contribute to the objective, the subprogramme will continue to strengthen the engagement of member States and their capacities in building climate resilience, by mainstreaming climate considerations in development planning and financing. It will provide technical assistance to facilitate access to science-based knowledge resources in support of informed policymaking. It will leverage existing partnerships with other United Nations entities, international financial institutions, regional organizations and other international bodies and with Governments to help member States make progress towards achieving various Sustainable Development Goals and their targets. Specifically, in alignment with Goal 1, the subprogramme will analyse ways to reduce climate vulnerability in strategic sectors through diverse partnerships built under the Arab Centre for Climate Change Policies. Goal 2 will be supported by assessing the impact of climate change on agricultural productivity, ecosystems and extreme water-related climate events. Concurrently, ensuring access to affordable, reliable, sustainable and modern energy will contribute towards the fulfilment of Goal 7. Progress against Goal 12 will be supported by promoting sustainable production and consumption patterns through a more efficient use of natural resources and reducing food loss and waste. The subprogramme will also contribute towards achieving Goal 13 by strengthening resilience and adaptive capacity through integrated policy measures for pursuing adaptation and mitigation and informed human and institutional capacities.

19.21 The subprogramme also plans to strengthen institutions and provide technical assistance to member States, engage them in and provide a neutral platform for cross-sectoral dialogue, and promote and advance the identification and adoption of sustainable solutions in the areas of renewable energy, energy efficiency, water-use efficiency, food security, waste management and environmental sustainability. It will support the high-level joint technical committee for water and agriculture with the implementation of the Cairo declaration and review and promote adoption of the guidelines on water allocation for the agriculture sector in Arab States. In addition, the subprogramme will support regional reporting on and monitoring of progress in achieving the Sustainable Development Goals in an integrated manner by tracking

progress against Goals 2 and 7. It will also promote appropriate solutions for ensuring food security and contribute to the achievement of Goal 6 by fostering integrated water resources management at all levels, including through transboundary water cooperation and greater focus on groundwater resources.

19.22 The subprogramme plans to support member States on issues related to COVID-19 by assessing its continued impact and providing sectoral policy advice to Governments and regional stakeholders focused on the response to and recovery from the pandemic, assisting Governments with building forward better and resuming their efforts to achieve Goals 2, 6, 7, 11, 12 and 13. This includes greater incorporation of health-related considerations into sectoral assessments and technical assistance related to resilience and risks to people and the planet under the changing socioeconomic and climatic conditions for regional and national action linked to the Goals.

19.23 The above-mentioned work by ESCWA and its partners to develop and promote sustainable solutions is expected to result in:

(a) Bolstered commitments of member States to climate action, designed to build the resilience of communities to achieve global and national development goals;

(b) Adoption by member States of policies, plans, harmonized tools, techniques and/or guidelines related to improved groundwater resource management; increased agricultural productivity; greater sustainability of energy systems; and strengthened regional networks and coordination mechanisms that support water, energy and food security.

19.24 The planned support on issues related to COVID-19 is expected to result in greater national capacity to mobilize resources and expertise to mitigate the impacts of the pandemic on food security and the delivery of essential water and energy services needed for a more sustainable recovery.

## Planned results for 2022

19.25 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

### **Result 1: cross-sectoral policies for improved water and food security under changing climate conditions in the Arab region<sup>1</sup>**

19.26 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 the adoption of the action plan 2022–2025 for the 2019 Cairo declaration and its implementation and follow-up on the implementation of other resolutions by the second joint meeting of Arab Ministers of Agriculture and Water scheduled for 2021. Specifically, ESCWA will support ensuring policy coherence between water and agricultural, and other, sectors; promote agricultural entrepreneurship and appropriate technology development and adoption; and contribute to resilience-building activities for the agricultural sector. It will seek to assist in establishing an Arab regional network of practitioners of the AquaCrop model to scale up capacity development for member States and support training initiatives, data sharing and exchange of experiences gained in past years. In addition, the subprogramme will provide technical assistance to member States, through preparation of substantive reports and documentation ahead of planned meetings and provision of meeting services. It will also continue to support the Arab Centre for Climate Change Policies, including during the annual meetings of its high-level joint technical committee. Furthermore, it will facilitate

<sup>1</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



progress by member States towards the implementation of cross-sectoral action plans, aimed at enhancing coordination between the agriculture and water sectors on water allocation in agriculture, water productivity, efficient water usage, the use of non-traditional water in agriculture and the water-food-energy nexus. The expected progress is presented in the performance measure below (see table 19.2).

Table 19.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	1 resolution on coordination between the agriculture and water sectors adopted at a joint meeting of Ministers of Agriculture and Water Resources on 4 April 2019 in Cairo, supported by the League of Arab States, the Food and Agriculture Organization of the United Nations and ESCWA	—	2 additional ministerial resolutions on coordination between the agriculture and water sectors are adopted	—
—	9 assessment reports prepared by government officials using AquaCrop and RICCAR regional climate data to inform policy for improved management of water resources and water efficient crop production	2 additional assessment reports prepared by government officials using AquaCrop and RICCAR regional climate data to inform policy on water resources management for more water efficient crop production	2 additional assessment reports prepared by government officials using AquaCrop and RICCAR regional climate data to inform policy on water resources management for more water efficient crop production	Participating member States benefit from technical guidance and exchange of best practices made available through the Arab regional network of AquaCrop practitioners

*Abbreviation:* RICCAR, Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region.

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: improved groundwater management in transboundary settings under the changing climate

19.27 ESCWA member States rely on groundwater for half of their freshwater needs. This reliance is increasing as bodies of surface water become more scarce, polluted and costly to capture in the face of climate change impacts and increasing demand. Arab States also rely heavily on transboundary aquifers, with the majority sharing both renewable and non-renewable groundwater resources. These basins face deteriorating

water quality and overextraction, and their sustainable management is complicated by insufficient data and lack of cooperative arrangements. Only nine ESCWA member States submitted data related to transboundary water cooperation and only seven included groundwater in their submissions concerning indicator 6.5.2 for Sustainable Development Goal 6 in 2018. Since the launch of the landmark report *Inventory of Shared Water Resources in Western Asia* in 2013, the subprogramme has continued working on improving the understanding of transboundary groundwater resources in the region, including by facilitating dialogues on shared water cooperation, as recommended by the Arab Ministerial Water Council and mandated by the ESCWA Committee on Water Resources.

#### *Lessons learned and planned change*

19.28 The lesson for the subprogramme was that while its analytical work to characterize and support cooperation on shared water resources and climate change was appreciated by member States, additional efforts were needed to support the use of research findings for policymaking with respect to groundwater management. A focus on surface water dominated the regional discourse on transboundary water cooperation, water security and climate change, despite the fact that member States rely heavily on groundwater resources, especially in the agriculture sector and in rural settings, and despite the important role that groundwater can play in climate change adaptation. Limited data and understanding of groundwater specificities have also made it difficult to manage this unseen resource, in contrast to more easily understood and observed surface water resources. In applying the lesson, the subprogramme will increase its activities to reposition groundwater resources management in discussions on water security in the Arab region. It will do so by expanding the regional knowledge base on the direct and indirect impacts of climate change on shared groundwater resources through assessments, by building the capacity of member States to carry out such assessments, and by launching a digital database on groundwater resources. The subprogramme will also issue guidelines and build capacity to pursue integrated groundwater management in light of new technologies, benefiting from improved Earth observations, geospatial analysis and big data analytics.

#### *Expected progress towards the attainment of the objective, and performance measure*

19.29 This work is expected to contribute to the objective, as demonstrated by the use of harmonized tools by at least five member States to improve the management of transboundary groundwater for securing their medium- to long-term freshwater needs, and the launch of a regional digital database on groundwater resources (see table 19.3).

Table 19.3  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Launch of a regional knowledge hub (under RICCAR) to enhance access to knowledge products on water and climate change in the Arab countries	Pilot assessment of climate change impacts on a groundwater aquifer in Morocco	A diverse range of stakeholders benefited from webinars on groundwater-related topics, structured around shared priority concerns and addressing knowledge gaps	At least 2 member States recognize the importance of transboundary groundwater for securing their medium- to long-term freshwater needs	At least 5 member States recognize the importance of transboundary groundwater for securing their medium- to long-term freshwater needs

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		Regional guidelines for improved groundwater abstraction and management vetted by at least 5 member States	At least 4 member States conduct an assessment of climate change impact on their groundwater resources	At least 10 member States acknowledge and benefit from the launch of a regional digital database on groundwater resources

*Abbreviation:* RICCAR, Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region.

## Legislative mandates

19.30 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

68/211	International Strategy for Disaster Reduction	74/215	Agricultural technology for sustainable development
68/217	Sustainable mountain development	74/218	Disaster risk reduction
69/215	International Decade for Action, “Water for Life”, 2005–2015, and further efforts to achieve the sustainable development of water resources	74/219	Protection of global climate for present and future generations of humankind
69/225	Promotion of new and renewable sources of energy	74/220	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
71/222	International Decade for Action, “Water for Sustainable Development,” 2018–2028.	74/221	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
72/178	The human rights to safe drinking water and sanitation	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all	74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all
72/242	Impact of rapid technological change on the achievement of the Sustainable Development Goals	74/242	Agriculture development, food security and nutrition
73/226	Midterm comprehensive review of the implementation of the International Decade for Action “Water for Sustainable Development”, 2018–2028		

### *Economic and Social Council resolutions*

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2016/10	Economic and Social Commission for Western Asia strategy and plan of action on the 2030 Agenda for Sustainable Development
2011/21	Human settlements	2019/3	Programme of Action for the Least Developed Countries for the Decade 2011–2020

### *Economic and Social Commission for Western Asia resolutions*

281 (XXV)	Addressing climate change issues in the Arab region	329 (XXX)	Establishment of the Arab centre for climate change policies in the Arab region
305 (XXVII)	Sustainable development in the region and follow-up and implementation of the decisions of the Rio+20 Conference		

## Deliverables

19.31 Table 19.4 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.4

### Subprogramme 1: deliverables for 2021–2022, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)			<b>12</b>	–
1. Documents for the Committee on Energy			6	–
2. Documents for the Committee on Water Resources			6	–
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>60</b>	<b>52</b>
3. Meetings of the Committee on Water Resources			4	–
4. Meetings of the Committee on Energy			4	–
5. Meeting of the Executive Bureau of the Arab Ministerial Council for Electricity and its committees of experts on electricity in Arab countries and on renewable energy and energy efficiency			6	6
6. Session of the Arab Ministerial Water Council and the meeting of its Technical, Scientific and Advisory Committee			6	6
7. Sessions of the Arab Council of Ministers Responsible for Meteorology and Climate and its Permanent Committee for Meteorology, and the meeting of the Sub-Committee on Weather and Climate Risk Information Management			10	10
8. Sessions of the Council of Arab Ministers Responsible for the Environment and its Joint Committee on Environment and Development in the Arab Region			8	8
9. Meetings of standing and ad hoc expert groups on climate change; green technology adaptation; the circular economy; water security; transboundary groundwater; resource efficiency; agriculture and food security; energy management; and other issues relating to sustainable natural resources			22	22
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)			<b>2</b>	<b>6</b>
10. Regional Initiative for Promoting Small-Scale Renewable Energy Applications in Rural Areas of the Arab Region (REGEND)			1	1
11. Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab region (RICCAR)			–	1
12. Arab Integrated Water Resources Management Network (AWARENET)			–	1
13. Arab network of AquaCrop practitioners			–	1
14. Advancing water and food security under climate change			–	1
15. Arab Centre for Climate Change Policies			1	1
<b>Publications</b> (number of publications)			<b>2</b>	<b>2</b>
16. Publications related to climate action and sustainable natural resource management			2	2
<b>Technical materials</b> (number of materials)			<b>3</b>	<b>6</b>
17. Materials related to climate action and sustainable natural resource management			3	6
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> RICCAR regional knowledge hub on climate change and water accessed by 10,000 visitors.				

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:** briefs, fact sheets and booklets on climate change, digital and green technologies, waste management, water security, good agriculture practices and food security, sustainable energy and other issues relating to the management of natural resources for sustainable development; substantive advice to global and regional meetings, including sessions of ministerial councils convened by the League of Arab States on environment, water, electricity, meteorology and climate, the joint ministerial meetings on agriculture and water, the International Forum on Energy for Sustainable Development, the Arab Forum for Renewable Energy and Energy Efficiency, sessions organized during the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the Committee on World Food Security, World Water Week and Cairo Water Week, as well as support for regional launching events (e.g., on groundwater) and webinars (e.g., on climate change), attended by at least 2,000 regional stakeholders.

## Subprogramme 2

### Gender justice, population and inclusive development

#### Objective

19.32 The objective, to which this subprogramme contributes, is to achieve equitable and inclusive social development and reduce inequality, poverty and unemployment in line with the principle of leaving no one behind.

#### Strategy

19.33 To contribute to the objective, the subprogramme will support member States in developing integrated social policies. Specifically, it will work with the League of Arab States, the United Nations Children's Fund and the Oxford Poverty and Human Development Initiative to roll out the revised Arab methodology for measuring multidimensional poverty. The methodology will initially be implemented in a number of Arab countries, in parallel with the subprogramme's work on inequalities, with the aim of catalysing the formation of a policymaking infrastructure to mainstream equality and social justice into public policymaking. ESCWA will inform and advise Arab States on integrated social protection systems that can support national efforts on poverty alleviation and inequality reduction.

19.34 The subprogramme will promote the creation of inclusive and decent work through more diversified and sustainable sectors. It will partner with the International Labour Organization, private sector entities and regional universities to examine the future of the labour market in the Arab region and its implications for economic inclusiveness, skills matching and the demand for jobs. It will build a network of regional and national governmental and non-governmental actors to provide a forum for Arab States to prepare for the impact of the fourth industrial revolution on job markets and, more broadly, on the attainment of the 2030 Agenda. Special focus will be placed on the empowerment of young people, women and persons with disabilities. The subprogramme will partner with relevant universities and youth centres, as well as private sector entities, to ensure the success of home-grown initiatives, to provide tailor-made support for the establishment of a social entrepreneurship incubator and for building the capacity of youth to develop and implement social entrepreneurship projects, and to promote collaboration between youth-led organizations and governments.

19.35 The subprogramme will also support the coordinated efforts of member States to address inequalities, empower vulnerable groups, streamline the principles of social justice in policymaking processes and align their practices with international norms

and global and regional frameworks adopted specifically to address social justice, social protection, inequality, inclusive urban development, migration, gender equality, youth empowerment and the inclusion of persons with disabilities and older persons (Sustainable Development Goals 5, 10, 11, 16 and 17).

19.36 The subprogramme will support member States in developing national strategies on a variety of priority issues, including support for the elderly and persons with disabilities and gender equality, in line with international standards. In partnership with the League of Arab States, it will support member States in delivering on their international commitments through supporting the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration, as well as the regional review of the Madrid International Plan of Action on Ageing, 2002. The subprogramme will support member States' efforts in advancing gender justice, as part of their fulfilment of the commitments made in the Muscat Declaration: Towards the Achievement of Gender Justice in the Arab Region, of 2016, through its regional project with the United Nations Development Programme (UNDP), the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to monitor, analyse and support the reform of national legislations and policies.

19.37 Moreover, the subprogramme will facilitate policy dialogue through the Commission's intergovernmental committees, subcommittees and technical working groups, such as the working groups on gender, social protection and disability inclusion.

19.38 The subprogramme plans to support member States on issues related to COVID-19 by continuing to analyse the impact of the pandemic and contribute to the development of national scenarios and strategies aimed at mitigating it.

19.39 The above-mentioned work is expected to result in:

(a) More targeted poverty alleviation strategies, inclusive social protection systems and an informed exchange among public and private actors to create equitable and innovative labour markets that offer decent and productive work for all;

(b) Increased capacity of member States to address structural inequality between social groups and enhance avenues for the participation of marginalized groups (women, youth, the elderly, persons with disabilities, migrants) in order to leave no one behind.

19.40 The planned support on issues related to COVID-19 is expected to result in informed policies to address inequalities among the various groups, in particular those disproportionately affected by immediate and medium- to long-term socioeconomic consequences of the pandemic, and strengthened inclusive social protection for health emergency responses.

## **Planned results for 2022**

19.41 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

### **Result 1: employment perspectives for vulnerable groups in the Arab region<sup>2</sup>**

19.42 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

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<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

subprogramme will continue to focus on assisting policymakers and entrepreneurs in better understanding local environments, challenges and opportunities for micro-, small and medium-sized enterprises to thrive. Specifically, it will strengthen existing national networks for micro-, small and medium-sized enterprises, including through establishment of national centres for entrepreneurship, enhanced access to information on available governmental and non-governmental support programmes and acceleration of the mainstreaming of technologies and innovative solutions by these enterprises. At the same time, it will promote virtual learning and approaches for sharing good practices in support of efforts to mitigate and overcome the negative socioeconomic impact of the COVID-19 pandemic. The expected progress is presented in the performance measure below (see table 19.5).

Table 19.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Regional consultation on development of the digital enabling portal to create an inventory of the needs of and support programmes available to small and medium-sized enterprises	First regional centre for entrepreneurship to support digitization and promotion of innovative solutions for the resurgence of micro-, small and medium-sized enterprises established (see <a href="https://coe.unescwa.org/index.html">https://coe.unescwa.org/index.html</a> )	Strengthened regulatory and promotion programmes in 2 member countries	3 national centres for entrepreneurship established  Strengthened networks of micro-, small and medium-sized enterprises in 7 Arab States
—	—	—	50 small and medium-sized enterprises are using the digital enabling portal to learn about access to existing governmental and non-governmental support programmes	Member States adopt the science, technology and innovation road map for the Arab countries

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: accelerated coherent ageing policies in the Arab region

19.43 Population ageing has already begun in some Arab countries and is projected to begin in the near future in most countries across the region. The share of older persons as a proportion of the total population is projected to increase to 15 per cent by 2050. Their number will increase from around 32 million today to more than 100 million in 2050. This accelerated shift leaves a very tight window for member States to enhance their policy responses to empower and protect older persons and ensure that they are not left behind. Over the past years, the subprogramme has contributed to building knowledge to ensure evidence-based policymaking in the region through

a series of regional and national research products, including the 2018 ESCWA report *Prospects of Ageing with Dignity in the Arab Region*, and two studies published between 2018 and 2019 entitled “Socioeconomic priorities of older persons in Lebanon” and “Towards an ageing strategy in Morocco.”

#### *Lessons learned and planned change*

19.44 The lesson for the subprogramme was that while research products provided a wealth of evidence on ageing in the Arab region and helped identify priority areas for intervention, additional efforts were needed to support the use of research findings for policymaking and their operationalization by member States, as evidenced by the slow progress in developing ageing-related policies. In applying the lesson, the subprogramme will expand its work to foster regional dialogue, peer learning and collaboration, including through leading the regional review of the Madrid Plan of Action. It will also focus its efforts on building member States’ capacities to develop ageing policies, including through developing a policy toolkit on mainstreaming ageing in policymaking and conducting a series of training workshops at the regional and national levels.

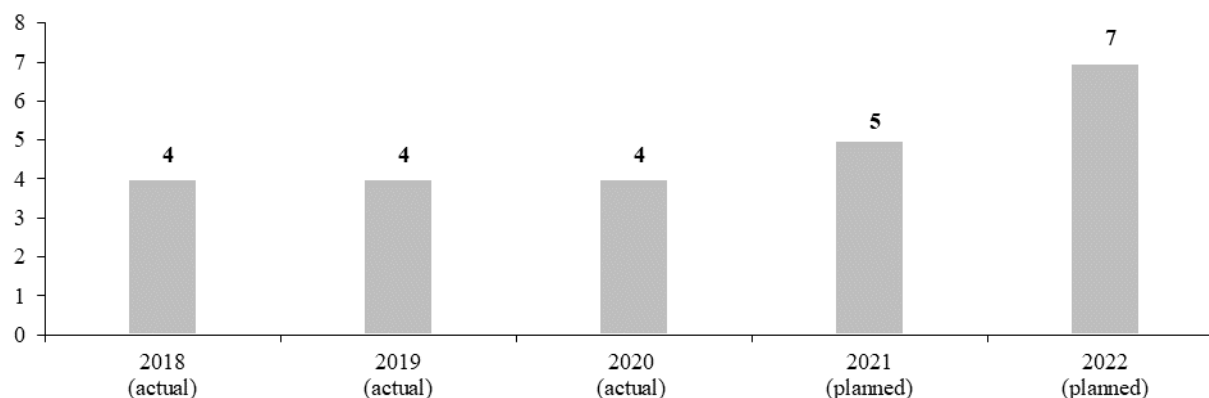
#### *Expected progress towards the attainment of the objective, and performance measure*

19.45 This work is expected to contribute to the objective, as demonstrated by seven Arab countries with coherent ageing policies (see figure 19.I).

Figure 19.I

#### **Performance measure: total number of Arab countries with coherent ageing policies (cumulative)**

(Number of countries)



### **Legislative mandates**

19.46 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

66/130	Women and political participation	67/144	Intensification of efforts to eliminate all forms of violence against women
66/131	Convention on the Elimination of All Forms of Discrimination against Women	68/133	Cooperatives in social development
66/285	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies	68/137	Violence against women migrant workers
		68/139	Improvement of the situation of women in rural areas



68/143	Assistance to refugees, returnees and displaced persons in Africa	74/120	Promoting social integration through social inclusion
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders	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
68/191	Taking action against gender-related killing of women and girls	74/125; 75/152	Follow-up to the Second World Assembly on Ageing
68/227; 74/235	Women in development	74/126	Improvement of the situation of women and girls in rural areas
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	74/127	Violence against women migrant workers
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	74/128	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
69/149	Trafficking in women and girls	74/134	The girl child
69/229	International migration and development	74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
69/236	World Survey on the Role of Women in Development		
71/256	New Urban Agenda	74/148	Protection of migrants
72/144	Follow-up to the Second World Assembly on Ageing	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
72/233	Implementation of the Second United Nations Decade for the Eradication of Poverty (2008–2017)	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
73/195	Global Compact for Safe, Orderly and Regular Migration		

### *Security Council resolutions*

1325 (2000) 2535 (2020)

### *Economic and Social Council resolutions*

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender quality and the empowerment of women	2016/3	Multi-year programme of work of the Commission on the Status of Women
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2015/3	Social dimensions of the New Partnership for Africa's Development	2018/9	Twenty-fifth anniversary of the Fourth World Conference on Women
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda	2018/10	Situation of and assistance to Palestinian women
2015/6	Future organization and methods of work of the Commission on the Status of Women	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/10	2020 World Population and Housing Census Programme	2019/4	Future organization and methods of work of the Commission for Social Development
2015/21	Taking action against gender-related killing of women and girls	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
		2019/28	Situation of and assistance to Palestinian women

*Economic and Social Commission for Western Asia declarations and resolutions*

Muscat Declaration: Towards the Achievement of Gender Justice in the Arab Region (2016)	295 (XXVI)	Guiding declaration of the Economic and Social Commission for Western Asia on giving greater attention to youth policies: an opportunity for development
Arab Declaration on Progress in the Implementation of the Beijing Declaration and Platform for Action after 25 years (2019)		
286 (XXV) Gender statistics for equality and empowerment of women	304 (XXVII)	The role of participation and social justice in achieving sustainable development

**Deliverables**

19.47 Table 19.6 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.6

**Subprogramme 2: deliverables for 2021–2022, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)			<b>12</b>	<b>4</b>
1. Documents for the Committee on Women			6	2
2. Documents for the Committee on Social Development			6	2
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>42</b>	<b>36</b>
3. Meetings of the Committee on Social Development			4	—
4. Meetings of the Committee on Women			4	—
5. Meetings of standing and ad hoc expert groups on violence against women; women and peace and security; women's economic empowerment; social protection; poverty; inequality; fiscal policy; informality and the labour market; the future of work; urban development; disability; migration; ageing, youth; and other social issues			32	36
6. Gender discussion series			2	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)			<b>2</b>	<b>3</b>
7. Support for women refugees from the Syrian Arab Republic and vulnerable women and girls in host communities			1	—
8. Security Council resolution 1325 (2000) at 20: towards a renewed engagement with the women and peace and security agenda in the Arab region			1	—
9. Support to member States to develop a migration governance framework			—	1
10. Support to member States to develop an ageing policy framework			—	1
11. Support to countries on assessing skills and skills matching techniques			—	1
<b>Publications</b> (number of publications)			<b>5</b>	<b>4</b>
12. Publications on women's rights; social protection; poverty; inequality; the future of work; and migration			5	4
<b>Technical materials</b> (number of materials)			<b>13</b>	<b>15</b>
13. Technical materials on women's rights; social protection; poverty; inequality; the future of work; and migration			13	15
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> providing access to some 10,000 Arab experts through producing public goods in the area of social development, including a global social protection tracker.				

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:** campaign, promotional material and closing ceremony for the 16 days of activism on gender-based violence event on gender justice attended by at least 50 regional stakeholders; events, campaigns and promotional materials on International Women's Day attended or accessed by at least 50 regional stakeholders; materials on violence against women; a youth art competition (in partnership with non-governmental organizations (NGOs)) on addressing violence against women; information graphs on key results of publications and expert group meetings.

**External and media relations:** commentaries on violence against women.

### Subprogramme 3 Shared economic prosperity

#### Objective

19.48 The objective, to which this subprogramme contributes, is to achieve equitable economic growth, amplify regional interconnectedness and integration, and advance the effective implementation of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development in support of the 2030 Agenda.

#### Strategy

19.49 To contribute to the objective, the subprogramme will continue to provide assistance to member States with the monitoring, analysis and forecasting of macroeconomic and social variables and demonstrate the implications of national strategies, programmes and policies on economic growth and fiscal space for the achievement of the Sustainable Development Goals. It will provide advisory services and capacity-building on best practices for the allocation of resources, mainstreaming the Goals and mitigating structural economic challenges. Moreover, the subprogramme plans to expand its support to member States on monitoring their public social expenditure, by providing comprehensive mechanisms and user-friendly methodological tools, to allow for analysis of fiscal policy choices and their linkages to social expenditure and macrofiscal sustainability.

19.50 The subprogramme will provide advice and build capacity for greater compliance by member States with trade agreements to which they are parties and for negotiating the terms of and access to new intra-Arab and global trade agreements, such as the Arab Customs Union, the Deep and Comprehensive Free Trade Agreement with the European Union, and the African Continental Free Trade Area. To that end, the subprogramme will develop new, user-friendly toolkits for simulating the socio- and macroeconomic impact of participation in potential new trade agreements. Specifically, following the creation of a virtual help desk meant to accelerate trade negotiations and South-South exchange among member States and to engage the private sector and civil society in the negotiation processes of the Arab Customs Union, ESCWA will support Governments in the agreement development process. It will also improve its platform to monitor and evaluate Arab economic integration linked to productive economic and service sectors, making use of key performance indicators, indices and policies. The subprogramme will build on existing geographic information systems for transport networks and facilities in the Arab region, to assess and compare transport performance and transport connectivity between countries within the region and with the rest of the world. This will be paired with provision of advice to member States to improve road safety and facilitating their access to the United Nations Road Safety Fund.

19.51 The subprogramme also plans to monitor and assess progress in advancing financing for development outcomes and ensure that pathways to financing, including in the context of COVID-19, serve as a key means to implementing the 2030 Agenda. The subprogramme will continue to develop the Arab financing for development scorecard as a regional toolbox for assessing prime direct cross-border financial flows and indirect financing opportunity costs. In tandem, the subprogramme will continue to work on the implementation of integrated financing frameworks, provide technical support and respond to related member States' requests, including advancing the implementation of regional response measures and the menu of financing for development policy options. In doing so, the subprogramme will be further contributing to mapping the financing for development landscape, estimating the cost of nationally established goals and targets and mobilizing the resources needed to finance the Sustainable Development Goals.

19.52 The subprogramme plans to support member States on issues related to COVID-19, specifically in response to the devastating impact of COVID-19 on national economies and considering fiscal stimulus packages proposed by Governments across the globe which may impact trade in the Arab region, by assisting regional and national trade finance organizations to design appropriate and effective instruments and strategies to mitigate the impacts of COVID-19 on exports and enterprises and facilitate economic recovery. ESCWA will continue to review trade and trade-facilitation measures in order to assist countries in coordinating responses and integrating specific provisions in trade integration schemes. Moreover, in connection with the debt swap initiative launched to address the adverse impact of the pandemic on fiscal space challenges for low- and middle-income countries, the subprogramme will promote debt swaps for climate finance as a potential tool for debt reduction, in parallel with improving climate finance.

19.53 The above-mentioned work by ESCWA and its partners to develop and promote sustainable solutions is expected to result in:

- (a) Fiscal policies that are connected to economic diversification, social development and the Sustainable Development Goals, while ensuring macroeconomic stability;
- (b) Greater human and institutional capacity among Arab Governments to design and implement sound trade, logistics and transport policies that increase connectivity and contribute to economic growth and prosperity;
- (c) Integrated financing frameworks for the implementation of national development plans and related targets in line with the 2030 Agenda.

19.54 The planned support on issues related to COVID-19 is expected to result in:

- (a) Mitigation of the negative impact of the pandemic on trade flows;
- (b) Adoption, by two or more member States, of specific policies and regulations aimed at facilitating trade during crises, including health emergencies;
- (c) One member State and its creditor(s) set aside a certain amount of debt for a debt swap for a climate or development finance initiative.

## **Planned results for 2022**

19.55 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

**Result 1: social expenditure priorities in coherence with macro fiscal policy<sup>3</sup>**

19.56 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 collect and update data on the social expenditure monitoring digital platform and populate the platform with data on additional member States. It will continue to assess and inform areas of budget allocation reforms and support the revision of line ministries' budget allocation frameworks to include beneficiaries. The subprogramme will finalize two studies on assessing efficiency and effectiveness of social expenditure (in Jordan and Tunisia) and will conduct national data and methodology workshops for additional countries. In 2022, the subprogramme plans to support two additional member States to establish a social expenditure monitoring platform. In addition, a regional workshop will be organized to discuss how to link social expenditure monitoring to policy analysis and reform, followed by national capacity development training workshops. The expected progress is presented in the performance measure below (see table 19.7).

Table 19.7  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
No comprehensive analysis of social expenditure in relation to beneficiaries and purpose	Arab region member States provided with a common social expenditure monitoring framework	2 member States (Jordan and Tunisia) began applying social expenditure monitoring methodology to monitor budget expenditure on social priorities	2 member States rebalance social expenditures across priorities between 2021 and 2022 budgets, applying social expenditure monitoring	More than 2 member States revise budget allocations, using social expenditure monitoring, with the aim of rebalancing social expenditures across priorities

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: debt swap for improved resources for climate and development finance**

19.57 The accumulation of debt and rising debt service obligations are very high for low- and middle-income countries in the Arab region. Increasing costs of borrowing and declining concessional loans have contributed to worsen the situation, while budgets for development expenditure and climate-related investments have been constrained. Loss of growth and revenues due to the recent global economic slowdown, conflicts and crises in parts of the Arab region, weak public finance management and the adverse economic impact of the COVID-19 crisis all contributed to worsen the fiscal space in many countries, at a time when demand for financing for the Sustainable Development Goals, including climate finance, is high. During the past three years, the subprogramme has developed knowledge products and research that highlighted this complex situation. In 2020, it disseminated policy briefs advocating for debt swap as an important mechanism to free up fiscal space and mitigate the impact of the pandemic. It developed a new technical tool on debt-for-climate and debt-for-development swaps and initiated discussions with member States

<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

and other stakeholders on the issue of debt swaps as an effective policy option to reduce debt burden and improve climate finance.

#### *Lessons learned and planned change*

19.58 The lesson for the subprogramme was that while research and knowledge products strengthened the understanding of the challenge of debt and climate finance issues in the Arab region, enhanced engagement with member States and strategic partners at the national level will be required to effectively approach debt swaps for climate and development finance. In addition, broader support will have to be sought at the regional and global levels to support and scale up the initiative, with the involvement of key stakeholders such as development financial institutions and the Green Climate Fund. In applying the lesson, the subprogramme will further connect research to policy action and advocacy at the national level, using the technical tool on debt-for-climate swaps to start a discussion with member States that are highly indebted. It will also increase engagement with key stakeholders that can facilitate and help to build support for the debt swap mechanism, such as bilateral and multilateral creditors, regional institutions and the Green Climate Fund.

#### *Expected progress towards the attainment of the objective, and performance measure*

19.59 This work is expected to contribute to the objective, as demonstrated by one or more member States agreeing to set aside an amount of debt for a debt swap for a climate or development finance initiative (see table 19.8).

Table 19.8  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Greater awareness of member States with respect to fiscal policy and debt sustainability	Increased understanding among member States of debt vulnerabilities	3 member States (Egypt, Jordan and Tunisia) expressed interest in operationalizing the debt-swap mechanism	At least 1 member State starts operationalizing the implementation of a debt swap for a climate or development finance initiative	1 or more additional member States agree to set aside an amount of debt to swap for a climate or development finance initiative

### **Legislative mandates**

19.60 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

<a href="#">69/213</a>	Role of transport and transit corridors in ensuring international cooperation for sustainable development	<a href="#">72/212</a>	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
<a href="#">69/227</a>	Towards a New International Economic Order	<a href="#">72/267</a>	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
<a href="#">72/167</a>	The right to development		
<a href="#">72/208</a>	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development	<a href="#">72/271</a>	Improving global road safety
		<a href="#">74/201</a>	International trade and development
		<a href="#">74/202</a>	International financial system and development

74/203	External debt sustainability and development	74/231	Development cooperation with middle-income countries
74/205	Financial inclusion for sustainable development	74/236	Human resources development
74/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
74/228	Role of the United Nations in promoting development in the context of globalization and interdependence		

*Economic and Social Commission for Western Asia resolutions*

214 (XIX)	Establishment of a technical committee on liberalization of foreign trade and economic globalization in the countries of the ESCWA region	308 (XXVII)	The regional dimension of development
296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals	313 (XXVII)	Frequency of sessions of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries	332 (XXX)	Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development

## Deliverables

19.61 Table 19.9 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.9

**Subprogramme 3: deliverables for 2021–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)			<b>18</b>	<b>10</b>
1. Documents for the Committee on Trade Policies			6	5
2. Documents for the Committee on Transport and Logistics			6	4
3. Documents for the Committee on Financing for Development			6	1
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>32</b>	<b>25</b>
4. Meetings of the Committee on Trade Policies			4	4
5. Meetings of the Committee on Transport and Logistics			4	2
6. Meetings of the Committee on Financing for Development			4	–
7. Meetings of standing and ad hoc expert groups on the economy of the future; public finance and inclusive fiscal policy; trade and industrial policy; trade negotiation and trade facilitation; transport connectivity and logistics; productive capacity of Arab least developed countries; illicit financial flows, financing for development and other issues relating to economic development			20	19
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)			<b>1</b>	<b>3</b>
8. National Agenda for the Future of Syria – Phase II			1	–
9. Post-conflict reconstruction support for Libya			–	1
10. Post-conflict reconstruction support for the Syrian Arab Republic			–	1
11. Post-conflict reconstruction support for Yemen			–	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Publications</b> (number of publications)			<b>3</b>	<b>2</b>
12. Publications on issues relating to economic development			3	2
<b>Technical materials</b> (number of materials)			<b>18</b>	<b>19</b>
13. Technical materials, briefs and reports on the economy of the future; public finance and inclusive fiscal policy, including fiscal space challenges for low- and middle-income countries and climate finance; trade and industrial policy; trade negotiation and trade facilitation; transport connectivity and logistics; productive capacity of Arab least developed countries; illicit financial flows, financing for development and other issues related to economic development, many with the added component of addressing the negative longer-term impact of COVID-19			18	19

## Subprogramme 4

### Statistics, the information society and technology

#### Objective

19.62 The objective, to which this subprogramme contributes, is to strengthen the development of official statistical frameworks, improve the quality and availability of statistics and advance the information society by accelerating the integration of technology and innovation for sustainable development in the Arab region.

#### Strategy

19.63 To contribute to the objective, the subprogramme will promote the use of diverse data sources in official statistics; digitalization of data services; electronic commerce; and innovation based on information and communications technology (ICT), artificial intelligence and frontier technology; with a focus on the achievement of Sustainable Development Goals. This will include normative work and capacity development on the use of big and open data and geospatial technology to underpin national statistical strategies and the use of official statistics to monitor and follow up on the implementation of the 2030 Agenda. The subprogramme will also continue providing technical assistance to Arab countries in the use of technology in censuses and surveys, sectoral and aggregated statistics, and a wide application of register-based data collection.

19.64 The subprogramme will also work towards a greater use of digital development approaches in addressing social issues and achieving greater digital inclusion by its member States. Through the ESCWA Technology Centre, the subprogramme will facilitate the exchange of experience and technical cooperation and support in the area of entrepreneurial and environmentally friendly technologies for sustainable development; provide a platform for round-table dialogues to address regional challenges related to innovation and technology, such as the varying level of development across the region, the digital gap and facing a development restricted by conflicts and crises; and mobilize resources and develop partnerships in support of these activities.

19.65 The subprogramme will advocate greater compliance with international statistical standards and provide policy recommendations for more consistent data and statistics for the region. To this end, it will act as the regional custodian of the Fundamental Principles of Official Statistics (General Assembly resolution [68/261](#)) and will utilize the established intergovernmental networks of statistical experts to



boost the impact of statistical capacity development for an effective implementation of the Arab regional action plan for sustainable development data.

19.66 The subprogramme will develop and promote technical solutions, platforms and mechanisms for advancing the utilization of science, technology and innovation in inducing social, economic and political development in the Arab region. In collaboration with specialized regional organizations, the subprogramme will assist member States in devising policies and strategies that will enable them to benefit from frontier technology, artificial intelligence, ICT and innovation, as well as the mainstream technologies. The subprogramme will act as a lead actor in Arab Internet governance, digital government and transformation, electronic governance and advanced knowledge production and dissemination. In this respect, the subprogramme will act as a catalyst for regional platforms and a policy dialogue to reach regional consensus, provide policy advice, develop policy tools, provide technical support and assistance to member States and produce innovative knowledge products.

19.67 The subprogramme also plans to enhance the capacities of Arab policymakers to apply new data, statistics, modern technology and knowledge products, tools and techniques, while remaining mindful of the consequences of technology on people and promoting greater digital inclusion, in accordance with the leave no one behind principle and protection of the rights of people in the technology and information age.

19.68 The above-mentioned work is expected to result in:

(a) Strengthened coherence and coordination of statistical activities by member States, based on the national statistical frameworks and in cooperation with regional statistical agencies, to cover the data needs of the 2030 Agenda;

(b) Greater compliance with international statistical standards and recommendations leading to more consistent data about the region and more effective use of statistics in policymaking;

(c) Effective national and regional plans and strategies with improved synergies and nexus between science, technology and innovation, supporting transformation to knowledge and digital economies, building science, technology and innovation ecosystems and promoting technology-based entrepreneurship and small and medium-sized enterprises in the Arab region;

(d) Improved capacity of Arab policymakers to apply new data, statistics, technology and knowledge products, tools and techniques to inform policy decisions to deal with the medium- and longer-term ramifications of the COVID-19 pandemic;

(e) Enhanced capacity to produce and utilize modern technology, data and statistics to deal with the COVID-19 pandemic and, at the same time, minimize the negative consequences of technology on people;

(f) Greater digital inclusion, in accordance with the leave no one behind principle and protection of the rights of people in the technology and information age.

## **Planned results for 2022**

19.69 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

### Result 1: regional knowledge and data repository to strengthen government decision-making processes<sup>4</sup>

19.70 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 on enhancing the existing user interface of the ESCWA data portal by including references to the actual data sources and offering additional parsing options. It will also engage with relevant stakeholders at the national level to increase the coverage of the data, thus limiting existing data blanks. Concurrently, the subprogramme will invest in the incorporation of predictive methods of statistical estimation, also known as nowcasting, in the existing tool. Providing such estimates is vital for policymaking and will enable member States to identify overall trends in the absence of or pending availability of the actual statistical data. ESCWA will work with member States on expanding and optimizing the content of the portal so as to increase its usefulness, and on greater automation of processes linked to data-sourcing and processing. Furthermore, pending commitment and participation of other United Nations entities in the Arab region, the subprogramme intends to expand the scope and reach of the portal by including all data available at the national and regional levels in a single data hub. The expected progress is presented in the performance measure below (see table 19.10).

Table 19.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
The Secretary-General, in his report on the repositioning of the United Nations development system, requests regional commissions to develop regional knowledge repositories	United Nations development system entities in the region request ESCWA to lead the knowledge management task force of the regional collaborative platform to conceptualize the Arab regional knowledge repository	Data hub, a publicly accessible knowledge and data repository (portal), available for the Arab region	Deployment of the knowledge repository as a publicly accessible regional good (achieved in 2020)  Increased number of member States using the knowledge repository to inform the development of sectoral policies	At least 50 per cent of member States use the knowledge repository to inform the development of sectoral policies

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: improving production and communication of data on the Sustainable Development Goals to leave no one behind

19.71 Provision of quality, transparent and disaggregated evidence is vital for policymaking in the context of the 2030 Agenda, in particular in view of the commitment to leave no one behind. Making decisions and reporting on the progress to achieve the Sustainable Development Goals comes with significant data and statistical challenges, including information gaps and lack of data timeliness and quality. With one decade left until 2030, less than half of the Arab countries have

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

developed national reporting platforms on the Goals. The lack of national reporting platforms not only impedes the process of monitoring and reporting, but also hinders analysis, which is vital for policy formulation.

#### *Lessons learned and planned change*

19.72 The lesson for the subprogramme was that it needed to ensure commitment and buy-in at the highest levels of government; this is a key factor in improving the production and dissemination of data on the Sustainable Development Goals, in addition to capacity-building, development of tools and enhancing communication and collaboration. In applying the lesson, the subprogramme will tailor its bilateral technical assistance activities to respond to country-specific needs, by improving existing data collection tools, increasing data generation from new sources and expanding dissemination of disaggregated data on the Goals. Specifically, as part of its commitment to enhancing availability of high-quality, transparent data for the Arab region, the subprogramme will engage with member States at the decision-making level to ensure buy-in for the development of new country-owned reporting platforms on the Goals and concerning further improvements through data availability and data flow within the existing national reporting platforms. Moreover, ESCWA will extend its capacity-building activities to improve data production and modernization of national statistical systems, either by upgrading existing tools or developing new ones to reduce data gaps. This will in turn improve data analysis, reduce reporting costs, avoid duplication of efforts and increase transparency. National engagement will be complemented with capacity-building at the subregional level, including by identification and sharing of good practices.

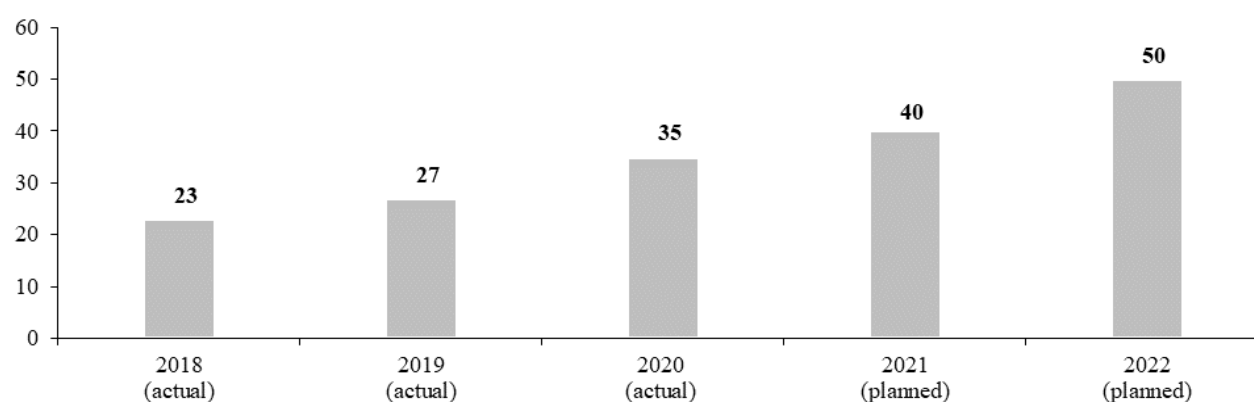
#### *Expected progress towards the attainment of the objective, and performance measure*

19.73 This work is expected to contribute to the objective, as demonstrated by the availability of at least 50 per cent of country data in the official global database on the Sustainable Development Goals (see figure 19.II).

Figure 19.II

#### **Performance measure: percentage of country data available in the official global database on the Sustainable Development Goals**

(Percentage)



#### **Legislative mandates**

19.74 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

68/261	Fundamental Principles of Official Statistics	72/242	Impact of rapid technological change on the achievement of the Sustainable Development Goals
68/302	Modalities for the overall review by the General Assembly of the implementation of the outcomes of the World Summit on the Information Society	74/35	Role of science and technology in the context of international security and disarmament
69/204	Information and communications technologies for development	74/197	Information and communications technologies for sustainable development
69/266	A global geodetic reference frame for sustainable development	74/207	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
69/282	World Statistics Day	74/229	Science, technology and innovation for sustainable development
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		

*Economic and Social Council resolutions and decisions*

2006/6	Strengthening statistical capacity	2015/10	2020 World Population and Housing Census Programme
2011/24	Committee of Experts on Global Geospatial Information Management	2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for the forty-seventh session of the Commission
2013/21	Fundamental Principles of Official Statistics		
2014/31	A global geodetic reference frame for sustainable development	2016/8	Rethinking and strengthening social development in the contemporary world
2014/35	Establishment of an intergovernmental committee on technology for development in the Economic and Social Commission for Western Asia	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2014/240	Report of the United Nations Group of Experts on Geographical Names on its twenty-eighth session, and the dates, venue and provisional agenda for the twenty-ninth session	2019/19	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing
2014/241	Amendment to the rules of procedure of the United Nations Group of Experts on Geographical Names	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
2014/251	Report of the Committee of Experts on Global Geospatial Information Management on its fourth session and provisional agenda and dates for the fifth session of the Committee	2019/25	Science, technology and innovation for development

*Economic and Social Commission for Western Asia resolutions*

276 (XXIV)	Strengthening statistical capacities in the ESCWA region	287 (XXV)	Strengthening statistical capacities for evidence-based policymaking
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems	294 (XXVI)	Establishment of the ESCWA technology centre
		297 (XXVI)	Arab MDG monitor for societal progress
286 (XXV)	Gender statistics for equality and empowerment of women	306 (XXVII)	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field

**Deliverables**

19.75 Table 19.11 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.11

**Subprogramme 4: deliverables for 2021–2022, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>38</b>	<b>31</b>
1. Meetings of the ESCWA Technology Centre Advisory Board			2	1
2. Meetings of the ESCWA Technology Centre Technical Committee			2	2
3. Meetings of the Statistical Bureau of the Statistical Committee			2	2
4. Meetings of the standing working groups of the Statistical Committee on economic statistics, demographic and social statistics and disability in the Sustainable Development Goals			10	8
5. Meetings of the Task Force on SDG Data of the Regional Coordination Platform for Arab States			4	4
6. Meetings of the Regional Committee of United Nations Global Geospatial Information Management for the Arab States			4	2
7. Meetings of the League of Arab States on Internet governance; automated digital network systems; the digital economy; innovation policies; enhanced ICT cooperation; ICT strategy; science, technology and innovation; and ICT for the Sustainable Development Goals, digital content in Arabic and entrepreneurship			4	4
8. Meetings of standing and ad hoc expert groups on Arab digital development; regulation and legislation to promote the information society; Internet governance; innovation policies; frontier technologies; technological entrepreneurship; technology transfer; innovation; and other issues relating to technology for development			10	8
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)			<b>2</b>	<b>2</b>
9. ESCWA Technology Centre			1	1
10. International Comparison Program, including on the harmonized consumer price index			1	1
<b>Publications</b> (number of publications)			<b>4</b>	<b>4</b>
11. Publications (including e-publications) on statistics and indicators; non-traditional data sources; national accounts; monitoring of and follow-up on the 2030 Agenda; Arab digital development; and technology and innovation for sustainable development			4	4
<b>Technical materials</b> (number of materials)			<b>9</b>	<b>7</b>
12. Technical materials, briefs and reports on statistics and indicators; non-traditional data sources; national accounts; monitoring of and follow-up on the 2030 Agenda; Arab digital development; and technology and innovation for sustainable development			8	6
13. Development and testing of a methodology to identify clear and accurate baselines for national targets and relevant indicators			1	1
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> ESCWA Online Statistical Information System and other technology-based platforms providing access to information, knowledge and capacity-building to all 20 member States and international stakeholders.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> semi-annual newsletter on price statistics; semi-annual newsletter on gender statistics; annual statistics newsletter; technology bulletin; Internet governance outcome material targeting a community of practice of at least 500 stakeholders (experts, representatives from members States) in the Arab region.				

## **Subprogramme 5**

### **2030 Agenda and Sustainable Development Goals coordination**

#### **Objective**

19.76 The objective, to which this subprogramme contributes, is to accelerate progress towards sustainable development in the Arab region in line with the 2030 Agenda and to advance intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues.

#### **Strategy**

19.77 To contribute to the objective, the subprogramme will continue to support the alignment of national development plans with the 2030 Agenda and its principles, and advocate for an integrated approach to the achievement of, follow-up to and review of the Sustainable Development Goals. Building on the results of the Commission's activities on the 2030 Agenda in the past years, including the annual Arab Forum for Sustainable Development and the Arab sustainable development report, the subprogramme will continue to demonstrate the necessity and value added of a nationally owned, integrated approach to the implementation of, follow-up to and review of the 2030 Agenda.

19.78 The subprogramme will improve and add platforms to strengthen consensus-building, peer learning and knowledge transfer between Arab countries. It will support an expanding set of stakeholders, primarily parliamentarians and civil society, but also the private sector and academics, to ensure understanding of and engagement with the 2030 Agenda by organizing forums and meetings and creating learning opportunities for different groups of stakeholders of the 2030 Agenda. The subprogramme will continue to use the Arab Forum for Sustainable Development, organized in close collaboration with regional United Nations entities and the League of Arab States, as an annual opportunity for Governments to outline and exchange experiences and good practice in support of the follow-up on and review of the 2030 Agenda. The subprogramme will also harness the respective support of the Arab NGO Network for Development and of the League of Arab States, the Islamic Development Bank, UNDP and the Inter-Parliamentary Union to continue providing the opportunity for regional platforms of civil society organizations and of parliamentarians to feed into larger, multi-stakeholder discussions and engage with government representatives.

19.79 The subprogramme plans to support member States on issues related to COVID-19 by continuing to develop and disseminate knowledge and policy products on measures and opportunities to accelerate implementation of the 2030 Agenda in the COVID-19 context and build resilience to crises; and to provide space, through existing platforms for multi-stakeholder engagement and dialogue, to refocus the debate on the central role of Sustainable Development Goal progress in tackling the socioeconomic impact of COVID-19.

19.80 The above-mentioned work is expected to result in:

(a) Improved institutional coordination and evidence-based national policies and processes that reflect an understanding of the key principles of leaving no one behind, fully respecting a human rights-based and multi-stakeholder approach to sustainable development and a more integrated formulation of strategies and targets across the Sustainable Development Goals;

(b) Increased ability of government and non-government stakeholders to partake in the implementation of, follow-up to and review of the 2030 Agenda in Arab

countries; and increased opportunities for different groups to engage with each other across national, subregional, regional and global forums.

19.81 The planned support on issues related to COVID-19 is expected to result in the formulation of recovery plans that, in addition to mitigating the socioeconomic impact of the pandemic itself, build on and integrate the principles and goals of the 2030 Agenda.

## Planned results for 2022

19.82 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

### Result 1: peer-learning and capacity-building for the new generation of voluntary national reviews<sup>5</sup>

19.83 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards this objective, the subprogramme will support the acceleration of progress towards sustainable development in the Arab region in line with the 2030 Agenda, through the advancement of intraregional collaboration and the adoption of a multi-stakeholder approach to key issues. To do so, the subprogramme will continue to facilitate the work of the Arab community of practice on voluntary national reviews, by providing technical advice on the voluntary national review processes to its members, disseminating knowledge material and promoting regular communication and exchange of good practices and lessons learned between them. It will further enhance and sustain exchanges between government officials who are members of the community of practice by launching a web platform that is integrated into a wider learning website on the Sustainable Development Goals. The subprogramme will enable State representatives across the region to connect and continue sharing achievements and discussing issues of concern, with the aim of building common positions and accessing knowledge and information in support of their follow-up and review work on sustainable development. The expected progress is presented in the performance measure below (see table 19.12).

Table 19.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Organization of a special session in addition to a high-level dialogue on voluntary national reviews and lessons learned from the process	Member States call for enhanced peer learning on voluntary national reviews during the Arab Forum for Sustainable Development, held in April 2019, and the ESCWA Executive Committee meeting held in June 2019	Launch of the community of practice on voluntary national reviews in the Arab region, with exchanges between government officials	Enhanced and productive interaction between government stakeholders coordinating the voluntary national review process and preparing national Sustainable Development Goal reports	Sustained interactions and exchanges between government stakeholders coordinating the voluntary national review process and/or preparing national Sustainable Development Goal reports

<sup>5</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
	Regional capacity-building workshop on voluntary national reviews in October		Positive feedback on the effectiveness of the community of practice (collected through regular surveys)	
	Agreement among member States to establish a community of practice coordinated by ESCWA			

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: recovery and post-COVID-19 development planning integrates the 2030 Agenda and the Sustainable Development Goals**

19.84 Arab Governments have demonstrated their commitment to adapt the 2030 Agenda at the national level and engage actively in follow-up and review activities. However, the ESCWA *Arab Sustainable Development Report 2020* showed that progress on achieving the Sustainable Development Goals remained slow, with the region lagging behind on critical targets including employment of women and youth, inequality reduction and the shift towards more environmentally friendly economies. The COVID-19 crisis exposed and amplified existing structural barriers to achieving the Goals with a strong impact in countries with non-productive economies, fragmented social protection systems, water scarcity and climate vulnerabilities. Arab countries are expected to engage by 2022 in a process of both accelerating progress on the Goals and reorienting their development plans and policies in response to delays and/or regression caused by the pandemic. In 2020, the subprogramme organized a series of sustainable development dialogues to outline ways in which progress on the 2030 Agenda could have mitigated the impact of the crisis. It also illustrated how accelerated regional efforts to achieve the Goals with the integration of human rights, inclusion and sustainability could enhance recovery from COVID-19 and build resilience to future shocks.

### *Lessons learned and planned change*

19.85 The lesson for the subprogramme was that continued emphasis on the 2030 Agenda in its totality is needed, rather than a narrow focus on the achievement of particular Sustainable Development Goals. Given the impact of COVID-19, it became clear that the subprogramme had to increase its strategic focus on intersectoral approaches and policy coherence, fully respecting human rights, giving priority to development and social protection, data collection and measurement efforts, and focusing on sustainability in economic planning. In applying the lesson, the subprogramme will support a comprehensive implementation of the 2030 Agenda in the region, with a renewed focus on its core principles and ensuring their full integration within COVID-19 recovery plans. To do so, ESCWA will continue to collect data and produce analysis on policy options and will be an advocate with member States for the use of inclusive and coherent policy measures. It will ensure that the Arab Forum for Sustainable Development highlights policy options and practices that support inclusive and sustainable recovery. Research leading to the production of the 2023 Arab sustainable development report will focus on analysing policy measures that address structural barriers to the achievement of the 2030 Agenda.



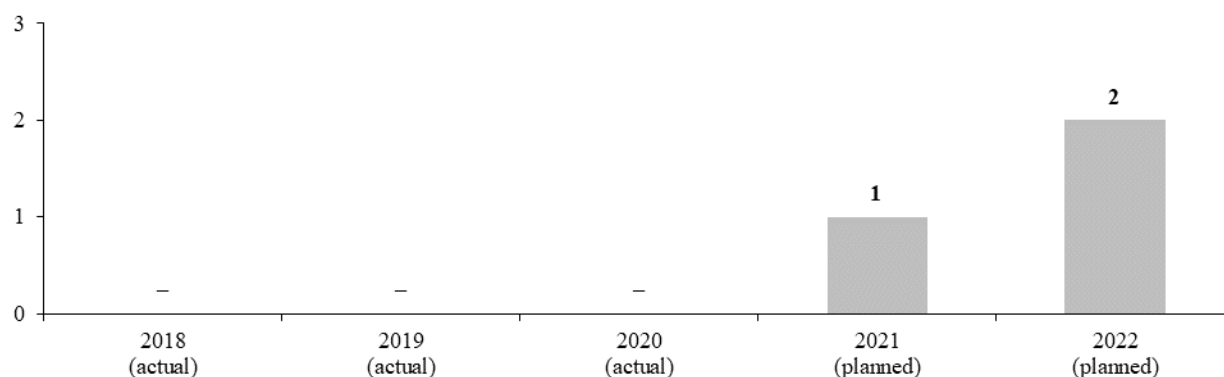
*Expected progress towards the attainment of the objective, and performance measure*

19.86 This work is expected to contribute to the objective, as demonstrated by at least one additional COVID-19 recovery plan that explicitly integrates the 2030 Agenda and seeks to accelerate progress on the Sustainable Development Goals (see figure 19.III).

Figure 19.III

**Performance measure: total number of COVID-19 recovery plans in the Arab region integrating the 2030 Agenda to accelerate progress on the Sustainable Development Goals (cumulative)**

(Number of plans)



## Legislative mandates

19.87 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/298	Review of the implementation of General Assembly resolution 67/290 on the high-level political forum on sustainable development, resolution 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
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development		
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 resolution*

2016/10	Economic and Social Commission for Western Asia strategy and plan of action on the 2030 Agenda for Sustainable Development
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### *Economic and Social Commission for Western Asia resolutions*

314 (XXVIII)	The Arab Forum on Sustainable Development	327 (XXIX)	Working mechanisms of the Arab Forum for Sustainable Development
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## Deliverables

19.88 Table 19.13 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.13

**Subprogramme 5: deliverables for 2021–2022, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)			—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>13</b>	<b>15</b>
1. Meetings of the Arab Forum for Sustainable Development			9	8
2. Arab Regional Parliamentary Forum on the 2030 Agenda			—	4
3. Meetings of standing expert groups on the 2030 Agenda			4	3
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)			<b>4</b>	—
4. Arab Regional Parliamentary Forum on the 2030 Agenda			4	—
<b>Technical materials</b> (number of materials)			<b>2</b>	<b>2</b>
5. Technical papers, briefs and bulletins on sustainable development			2	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to the Arab Forum for Sustainable Development task force whereby the Forum is attended by more than 350 participants from different stakeholder groups and gives voice to the region at the global level; advice to global and regional events on the implementation of and follow-up to the 2030 Agenda, including the high-level political forum on sustainable development attended by about 2,000 participants and Arab Sustainable Development Week attended by over 1,000 participants.				
<b>Databases and substantive digital materials:</b> Arab Sustainable Development Goals electronic gateway, including training material in the form of self-paced online courses on the 2030 Agenda and Sustainable Development Goals and guidelines on the implementation of the 2030 Agenda, all in the Arabic language.				

## Subprogramme 6

### Governance and conflict prevention

#### Objective

19.89 The objective, to which this subprogramme contributes, is to advance just, peaceful and inclusive societies, especially for people living under occupation or in conflict or post-conflict settings; to improve governance and strengthen effective, efficient and accountable public institutions; and to enhance service delivery.

#### Strategy

19.90 To contribute to the objective, the subprogramme will continue to focus on conflict prevention. It will periodically assess the impact of conflict and occupation on the capacity of member States to achieve the Sustainable Development Goals and to define strategic options for promoting inclusive human development in the Arab region, grounded in the global human security perspective. The subprogramme will propose integrated actions and policies that cultivate an enabling environment in which people's rights, freedoms and socioeconomic opportunities can thrive. This will be achieved through the provision of in-depth, holistic analyses of the developmental, institutional and security challenges faced by the region, that capture the dimensions of good governance and human security as essential prerequisites for economic and social development and environmental sustainability. These analyses will also inform broad policy recommendations aimed at enhancing the role of public institutions in these areas. Moreover, the subprogramme will support member States in evaluating

human development achievements and examining the nexus between human security and human development. This will be achieved by developing an analytical tool to enable policymakers to identify vulnerabilities and design targeted policies for tackling them based on adapted global indices related to human development, governance, environmental sustainability, political instability and the impact of conflict on development in the region.

19.91 ESCWA will advance national governance and resilience capacities to mitigate specific shocks, assess and improve the effectiveness of crisis-response policies and lower risks associated with emerging socioeconomic and governance challenges, which are often transboundary and linked to natural disasters, health threats and conflict and non-conflict drivers of hazards and vulnerability. It will also enhance the capacities of Palestinian institutions to mitigate the impact of the Israeli occupation on prospects for development and the attainment of the Sustainable Development Goals.

19.92 The subprogramme will also raise awareness and support knowledge-sharing on the interdependency between institutional quality and development gains. By providing member States with technical assistance, capacity-building and actionable policy advice, it will seek to improve institutional effectiveness and identify best policy options to increase the quality, inclusiveness and accountability of institutions. The subprogramme will also promote dynamic markets and facilitate cooperation among member States, regional entities and other partners working in the field of competition and consumer protection. It will continue to facilitate the progress towards regional capacity-building through the annual Competition Forum for the Arab Region, which remains a central platform for knowledge exchange in the region. The subprogramme will continue to strengthen harmonized national competition reforms, in line with international standards and taking into consideration global economic trends and challenges. It will do so with a view to establishing a regional competition framework that reflects the development needs of the Arab region and contributes to the modernization of Arab trade integration, inclusive sustainable development and growth.

19.93 The subprogramme will also provide member States with policy advice, knowledge dissemination and capacity-building on digital government transformation and innovation. It will offer measurement tools to assess the progress achieved in digital transformation and guide the advancement of digital government services. Based on the Commission's open government framework, the subprogramme will build the capacity of member States to develop open government strategies. It will disseminate knowledge on the impact of open government on socioeconomic development and promote best practices for achieving the Sustainable Development Goals, in particular targets under Goals 16 and 17.

19.94 The subprogramme plans to support member States on issues related to COVID-19 by devising tools for public institutions to assess the effectiveness of policies deployed in response to the pandemic and, by extension, help to advance national institutional capacities to addresses the pandemic's socioeconomic and governance ramifications.

19.95 The above-mentioned work is expected to result in:

- (a) Reduced exposure of member States to the sources and drivers of hazards and vulnerability;
- (b) Enhanced conflict prevention through evidence-based risk management by policymakers;
- (c) Stronger institutions and more robust, nationally owned reform initiatives that are harmonized, promote fairer competition and contribute to regional integration and economic growth;

(d) Improvement in the services provided by public institutions, with enhanced performance and accountability.

19.96 The planned support on issues related to COVID-19 is expected to result in:

(a) Enhanced integration and collaboration among stakeholders through whole-of-government and whole-of-society approaches and national-to-local coordination in the fight against COVID-19 and its socioeconomic consequences;

(b) Enhanced capacities of key public institutions, senior policymakers and public servants to design and implement coherent, coordinated and harmonized national policies for achieving inclusive human development;

(c) Increased knowledge of the institutional arrangements for implementation of the Sustainable Development Goals in the Arab region.

## Planned results for 2022

19.97 The planned results for 2022 include result 1, which is an update of the result presented in the preceding proposed programme plan, and result 2, which is a new planned result.

### Result 1: public policy outcomes serve the Arab region through effective competition<sup>6</sup>

19.98 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's work will further support regional capacity-building and knowledge exchange on effective consumer protection and better harmonized competition policies. It will do so by convening jointly with OECD and the United Nations Conference on Trade and Development (UNCTAD) annual sessions of the Competition Forum for the Arab Region, and by delivering webinars on the impact of COVID-19 on competition and consumer protection policies. The subprogramme will also carry out advocacy and capacity-building activities and strengthen its collaboration with partners such as OECD and UNCTAD, in support of formulation of harmonized regional competition recommendations and policy reforms that integrate the development needs of the Arab region and the core principles and objectives of the 2030 Agenda. The expected progress is presented in the performance measure below (see table 19.14).

Table 19.14  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
No harmonized approach to competition assessments in the Arab region	No harmonized approach to competition assessments in the Arab region	1 member State initiated an assessment aimed at strengthening and harmonizing its national competition policy framework	Ratification by Arab countries of a set of recommendations on competition assessment that build on OECD guidelines	At least 4 member States ratify a set of recommendations on competition assessments and policy reforms based on international standards

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>6</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

## **Result 2: enhanced integration of transboundary risk planning, management and prevention into national development plans and policies**

19.99 Transboundary conflict and non-conflict drivers of hazards and vulnerability threaten the socioeconomic development trajectories of a number of Arab countries. In order for countries to reach their development targets in line with the 2030 Agenda, development planners, policymakers and other stakeholders need to understand the key drivers of hazards and vulnerability and better tailor their social, economic, environmental and governance plans and policies to enhance prevention, mitigation, response and resilience. In that regard, since 2019, the subprogramme produced a flagship publication and technical papers and undertook expert group meetings on the subject matter, involving experts and senior civil servants to validate the concept and strengthen the development of the risk assessment tools to be utilized. An array of risk assessment tools was reviewed and contextualized for the ESCWA region. Enhancing risk mitigation and prevention capacities among national development actors and ensuring that policy options could be drawn from the risk tools being constructed were highlighted.

### *Lessons learned and planned change*

19.100 The lesson for the subprogramme was that in addition to geographical perspectives a more actor-centric perspective was needed to enhance risk assessment and mitigation frameworks, including by supporting national institutions and enhancing senior civil servants' capacities for prevention. Regional cooperation also had to be further strengthened, highlighting the interconnectedness of Sustainable Development Goal 16 with other 2030 Agenda goals and targets. In applying the lesson, the subprogramme will, in collaboration with subprogramme 1, develop knowledge products on the risks associated with conflict, COVID-19, climate change, water scarcity, food security and forced displacement, and ensure the design of risk assessment tools, including approaches to risk management and prevention. The subprogramme will train a cohort of senior civil servants from crisis management units and planning entities in at least two member States on the use of the tools, shock management and risk prevention. It will also launch and facilitate a regional technical dialogue platform to periodically assess the risks associated with transboundary conflict and non-conflict drivers of hazards and vulnerability and offer relevant stakeholders, across its member States, access to risk mitigation and prevention policy options by drawing on state-of-the-art approaches to risk analysis, thereby enhancing evidence-based decision-making on risk management.

### *Expected progress towards the attainment of the objective, and performance measure*

19.101 This work is expected to contribute to the objective, as demonstrated by at least one additional member State integrating the risk assessment tools that address transboundary conflict and non-conflict drivers of hazards and vulnerability into its national development strategy and the regional technical dialogue platform launched to enable peer exchanges among member States on transboundary risk management (see table 19.15).

Table 19.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	Expert group validated the approach on the transboundary risk assessment and management framework	Arab member States gained access to contextualized (for the region) risk assessment tools and gained a better understanding of qualitative risk assessment approaches	At least 1 member State integrates the developed risk assessment tools that address transboundary conflict and non-conflict drivers of hazards and vulnerability into its national development strategy	At least 1 additional member State integrates the developed risk assessment tools that address transboundary conflict and non-conflict drivers of hazards and vulnerability into its national development strategy  Regional technical dialogue platform is launched and enables peer exchanges among member States on transboundary risk management

## Legislative mandates

19.102 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

68/211	International Strategy for Disaster Reduction	74/10	Committee on the Exercise of the Inalienable Rights of the Palestinian People
68/303	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	74/11	Peaceful settlement of the question of Palestine
69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	74/14 74/21 74/23	The Syrian Golan Follow-up to the Declaration and Programme of Action on a Culture of Peace Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
69/327	Promoting inclusive and accountable public services for sustainable development	74/30	Establishment of a nuclear-weapon-free zone in the region of the Middle East
70/262	Review of the United Nations peacebuilding architecture	74/77	Strengthening of security and cooperation in the Mediterranean region
72/240	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources	74/117 74/139	Assistance to the Palestinian people The right of the Palestinian people to self-determination

### Security Council resolution

1947 (2010)

*Economic and Social Council resolutions*

2019/28	Situation of and assistance to Palestinian women	2019/29	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan
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*Economic and Social Commission for Western Asia resolutions*

271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development	292 (XXVI)	Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings
282 (XXV)	Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries	296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals
		330 (XXX)	Support for the Palestinian people

**Deliverables**

19.103 Table 19.16 lists all deliverables, by category and subcategory, for 2021–2022 that are expected to contribute to the attainment of the objective stated above.

Table 19.16

**Subprogramme 6: deliverables for 2021–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)			<b>1</b>	<b>2</b>
1. Note of the Secretary-General on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan to the General Assembly and the Economic and Social Council			1	1
2. Report to the ESCWA ministerial session on the social and economic impact of the Israeli occupation: thematic focus			–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)			<b>16</b>	<b>13</b>
3. Meetings of standing and ad hoc expert groups on post-conflict and sustainable peace; vulnerability assessments and risk mitigation; institution building to strengthen resilience, performance and service provision; innovation in the public sector; public service delivery; open government; economic governance; and mitigating the impact of occupation, policy dialogue and issues concerning sustainable development of conflict-affected countries and countries in transition			12	13
4. High-level meeting of the League of Arab States/Arab Administrative Development Organization/ESCWA			4	–
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)			<b>5</b>	<b>5</b>
5. Training exchange platform on competition in the region			5	1
6. Competition Forum for the Arab Region			–	1
7. Seminars on governance and digital transformation; and major sub-indices (governance, human development index, conflict, environment)			–	2
8. Training on the comprehensive risk assessment framework			–	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Publications</b> (number of publications)			<b>2</b>	<b>1</b>
9. Publications on governance and conflict prevention			2	—
10. Palestine under occupation IV			—	1
<b>Technical materials</b> (number of materials)			<b>8</b>	<b>8</b>
11. Technical materials, briefs and reports on sustainable peace; vulnerability assessments and risk (associated with conflict, COVID-19, climate change, water scarcity, food security and forced displacement) mitigation; institution-building to strengthen resilience, performance and service provision; innovation in the public sector; open government; economic governance; mitigating the impact of occupation; sustainable development of conflict-affected countries and countries in transition; impact of competition reforms on trade policy; human development and human security; and advancing the Sustainable Development Goals			8	8
<b>D. Communications deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> side event at the substantive session of the Economic and Social Council attended by 75 experts and representatives from Governments and civil society organizations from the region; observance of the International Day of Solidarity with the Palestinian people; wallchart on the impact of conflict and occupation on the socioeconomic development of the Palestinian people; booklets and pamphlets on governance, conflict prevention and the impact of the Israeli occupation on development outcomes; regional technical dialogue platform for member States on assessment of risks associated with transboundary conflict and non-conflict drivers of hazards and vulnerability.				
<b>Digital platforms and multimedia content:</b> portal on open government and open data in the Arab region; portal on Arab business environment legislative framework, including competition provisions and legislation.				



## Annex

### Programme performance in 2020<sup>1</sup>

#### Impact of COVID-19 on programme delivery

19.A.1 During 2020, the coronavirus disease (COVID-19) pandemic had an impact on the planned deliverables and activities of the Economic and Social Commission for Western Asia (ESCWA). The impact included the inability to hold in-person consultations and meetings and to deliver on-site technical support and capacity-building. For most programmed activities, ESCWA amended the means of programme delivery to virtual/remote engagement and implemented them. Some planned activities, however, could not be altered to accommodate the COVID-19 restrictions and the pandemic-compliant operations model and, as a result, were postponed to 2021 or replaced with other activities. Specific examples of the impact are provided under the seven subprogrammes. Importantly, the change in approach, including modification and postponement of certain planned deliverables and activities, did not have a significant impact on the overall expected results for 2020. This is due to the proactive approach adopted by ESCWA of leveraging the resources available to ensure that it delivered on its mandate and commitments and advancing, to the extent possible, on the objectives set.

19.A.2 In addition to modifying the scope or modality of delivery of several planned deliverables and activities to accommodate both the additional demands and the constraints, ESCWA identified several new activities during 2020 to support member States on issues related to the COVID-19 pandemic. The aforementioned changes to the planned programme of work included: (a) changes in the scope of analysis and policymaking support, including provision of data and technical expertise, to include a COVID-19 pandemic component; (b) greater use of information and communications technologies as the means of programme delivery; and (c) additional activities focused predominantly on supporting member States in their responses to COVID-19, in particular assistance with mitigating the socioeconomic impact of the pandemic, while protecting development gains and achievements against the 2030 Agenda for Sustainable Development. It should be noted that modifications and new deliverables remained fully in line with the Commission's mandate and objectives, and, as such, contributed to the overall results in 2020. Specific examples of the new and modified activities are described in the programme performance under all seven subprogrammes. The new activities contributed to results in 2020, as described in the programme performance under subprogrammes 1, 4, 5, 6 and 7.

19.A.3 Reflecting the importance of continuous improvement and responding to the evolving needs of member States, ESCWA will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic so as to ensure that the planned support to member States remains relevant and adequate in this new context. Specific examples of lessons learned include greater focus, at the programme design stage, on programme continuity considerations, including the feasibility of programme delivery through alternative operational modalities. It should also be noted that such alternative modalities of programme delivery impacted the effectiveness of some of the completed activities, in particular those related to confidence-, consensus- and capacity-building, multilateral collaboration and peer-to-peer sharing of good practices. In this context, the Commission will continue to refine its use of

<sup>1</sup> As outlined in paragraph 19.4 of the present report, the programme presented for ESCWA reflects a change in the programme structure for 2021. For that reason, programme performance information for 2020 is included in this annex, which follows the programmatic structure of 2020.

information and communications technologies and explore other alternative delivery models, such as hybrid meeting formats, electronic formats for publications and technical materials, innovative massive open online courses (MOOCs) and mentoring platforms for capacity-building, to enable it to enhance the effectiveness of its activities, in particular those related to confidence-, consensus- and capacity-building, multilateral collaboration and peer-to-peer sharing of good practice, should traditional means of implementing the planned activities remain hampered by the pandemic.

### **Subprogramme 1**

#### **Integrated management of natural resources for sustainable development**

19.A.4 Programme performance in 2020 includes programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### **Result 1: energy efficiency in the building sector<sup>2</sup>**

19.A.5 In 2019 and 2020, the subprogramme produced baseline mappings of energy use in the building sector in Jordan and Tunisia, the results of which were validated through national dialogues with relevant stakeholders, and assessed the related policy and institution-building needs in both countries. The evidence gathered in the process allowed ESCWA to better target its technical assistance in support of the efforts of the Governments to design and implement energy efficiency policies and programmes for the sector. As part of the assistance, the subprogramme undertook assessments of energy performance certification standards for energy-intensive household appliances and equipment in both countries. It subsequently supported relevant institutions in Tunisia to set up a digitalized process aimed at reinforcing the certification programme. The launch of a similar scheme has also been discussed with institutions in Jordan. Furthermore, the subprogramme worked with relevant institutions in both countries on identifying energy efficiency measures that could be replicated on a large scale and on developing implementation schemes, including incentives and financing instruments for end users, to retrofit building envelopes and adopt more energy-efficient equipment and appliances.

19.A.6 The above-mentioned work contributed to the development by one member State (Tunisia) of two large-scale schemes, one offering end users access to incentives, financing instruments and implementation assistance for thermal retrofitting of the building envelopes and the other involving the dissemination of more energy-efficient equipment/appliances, which did not meet the planned target of at least two member States reflected in the proposed programme budget for 2020. The process for the development of two similar schemes in Jordan (roof insulation and dissemination of solar water heaters) has also been initiated. However, large-scale implementation schemes for Jordan remain under development owing to delays related to COVID-19 (see table 19.A.1).

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<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

Table 19.A.1

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Development by member countries of appropriate energy efficiency strategies and policies for the existing building stock in the residential and services sectors	Endorsement by 1 member country of the minimum energy performance standards for energy-intensive household appliances and equipment	1 member State developed two large-scale schemes offering end users access to incentives, financing instruments and implementation assistance for thermal retrofitting of the building envelope and dissemination of more energy-efficient equipment/appliances

**Result 2: food insecurity in the Arab region under the challenge of the COVID-19 pandemic**

19.A.7 The COVID-19 pandemic has exacerbated food security challenges linked to climate change, food import dependency and conflicts in the Arab region, in particular in the least developed countries and the countries in conflict. This has led to alarming outcomes, including a potential for more socioeconomic disruption and sociopolitical instability.

19.A.8 To address this situation, the subprogramme prepared two policy briefs on the impact of COVID-19 on food security and water resources. The briefs shed light on how the pandemic will influence food security in Arab countries during the coming decade, taking into account the usual sources of vulnerability (such as climate change, food trade and conflicts), analyse ways for member States to mitigate those threats, alleviate the negative impacts of COVID-19 and build a more food-secure future, and provide recommendations on actions to be taken by national, regional and global actors. The subprogramme also changed the scope of a planned publication on climate change and biofuel challenges for food security in vulnerable Arab countries to focus instead on ensuring food security in the Arab region under the challenge of COVID-19. This knowledge product allowed the subprogramme to update simulation parameters and prepare alternative scenarios. To make pertinent information available at the national level, the subprogramme revised the results of 22 food security country profiles, using the regionally adopted Arab food security monitoring framework, and added a section on the impacts of COVID-19 on food security at the national level, as well as references to national initiatives undertaken to improve the situation.

*Progress towards the attainment of the objective, and performance measure*

19.A.9 The above-mentioned work contributed to the objective, as demonstrated by the provision to 22 member States of access to information on the impact of COVID-19 on food security and mitigation initiatives, which supported informed decision-making and the ability of Arab countries to ensure that their populations are food secure by 2030, in line with the 2030 Agenda (see table 19.A.2).

Table 19.A.2

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	22 member States accessed information on the impact of COVID-19 on food security and mitigation initiatives

### Impact of COVID-19 on subprogramme delivery

19.A.10 Owing to the impact of COVID-19 during 2020, some regional meetings were rescheduled to 2021 (e.g. the third meeting of the ESCWA Group of Experts on Fossil Fuels), while others were converted into shorter sessions held virtually (e.g. the expert group meeting on resource efficiency in the Arab region, the expert group meeting on food security and trade, the fifth meeting of the Arab Climate Outlook Forum and regional awareness-raising events for the World Day to Combat Desertification and Drought and the World Water Day youth event). Global meetings were also either postponed to 2021 (e.g. the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the eleventh International Forum on Energy for Sustainable Development) or held as shorter, virtual sessions (e.g. the Vienna Energy Forum and World Water Week). The postponements made it difficult to adopt the resolutions required in order to realize the planned expected results or caused delays in the implementation of pilot initiatives and thus had a negative impact on the programme performance in 2020.

19.A.11 At the same time, however, the subprogramme modified activities to support member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, it revised the scope of its publication on food security to incorporate the effects of the pandemic and adapted the planned expert group meetings to enable discussions on its impact on food security, water and energy. In addition, in order to provide member States with an assessment of the impact of the COVID-19 pandemic and viable response and mitigation measures, the subprogramme prepared unplanned policy briefs on poverty, food security and water scarcity in the region. In order to counter delivery impediments caused by travel restrictions, the subprogramme developed online training materials and organized a series of webinars on climate change analysis, using geographic information system tools under the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socioeconomic Vulnerability in the Arab Region (6 sessions); on groundwater through the Arab Integrated Water Resources Management Network (12 sessions); and on transboundary water cooperation (6 sessions). The modified deliverables contributed to results in 2020, as specified in result 2 above.

### Deliverables

19.A.12 Table 19.A.3 lists all deliverables, by category and subcategory, for 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.3

#### Subprogramme 1: deliverables for 2020, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>58</b>	<b>54</b>	—	—
1. Group of Experts on Fossil Fuels	4	—	—	—
2. Substantive servicing of the 36th meeting of the Executive Bureau of the Arab Ministerial Council for Electricity and its committees of experts on electricity in Arab countries and on renewable energy and energy efficiency	8	8	—	—
3. Substantive servicing of the twelfth session of the Arab Ministerial Water Council and the 18th meeting of its Technical, Scientific and Advisory Committee	8	8	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
4. Substantive servicing of the third session of the Arab Council of Ministers Responsible for Meteorology and Climate, the thirty-sixth session of its Permanent Committee for Meteorology and the 5th meeting of the Subcommittee on Weather and Climate Risk Information Management	12	12	—	—
5. Substantive servicing of the thirty-second session of the Council of Arab Ministers Responsible for the Environment and the twenty-second session of its Joint Committee on Environment and Development in the Arab Region	8	8	—	—
6. Meetings of ad hoc expert groups on water, energy, food security, climate change and other issues related to the management of natural resources for sustainable development	18	18	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>4</b>	<b>4</b>	—	—
7. Regional initiative for small-scale renewable energy applications in the Arab region	1	1	—	—
8. Arab Integrated Water Resources Management Network	1	1	—	—
9. Arab Centre for Climate Change Policies	1	1	—	—
10. ESCWA Technology Centre	1	1	—	—
<b>Seminars, workshops and training events</b> (number of days)	<b>4</b>	<b>7</b>	—	—
11. Seminars and workshops for capacity development on water, energy, food security, climate change and other issues related to the management of natural resources for sustainable development	4	7	—	—
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	—	—
12. Publication on food security	1	—	—	—
13. Ensuring food security in the Arab region under the challenge of COVID-19	—	1	—	—
14. Publication on climate resilience	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>5</b>	—	—
15. Guidelines, technical materials and reports on water resources	1	—	—	—
16. Policy brief on water resources in the context of the COVID-19 pandemic	—	1	—	—
17. Policy briefs and reports on energy	1	1	—	—
18. Technical materials and reports on food security	1	—	—	—
19. Policy brief on food security in the context of the COVID-19 pandemic	—	2	—	—
20. Technical materials on issues related to the management of natural resources for sustainable development	1	1	—	—

## Subprogramme 2

### Social development

19.A.13 Programme performance in 2020 includes programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### Result 1: towards policies and actions that protect the rights of migrants and improve their lives<sup>3</sup>

19.A.14 In 2019 and 2020, the subprogramme focused its efforts on helping member States operationalize the Global Compact for Safe, Orderly and Regular Migration. It did so by supporting evidence-based policymaking through the design of knowledge products and tools, including an online database aimed at facilitating access to

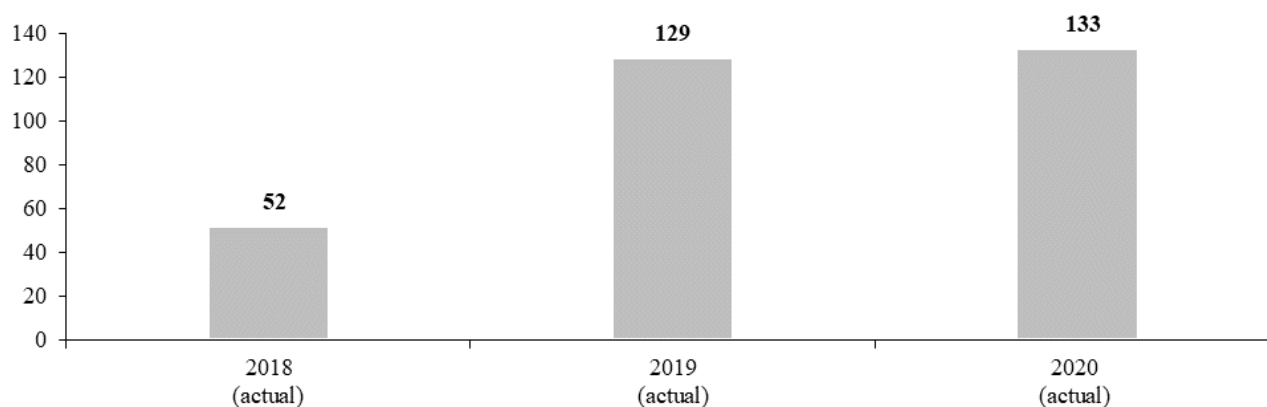
<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

migration-related policies in the region and the *Situation Report on International Migration 2019*, which presented data on migration patterns and trends in Arab countries, with an analysis of the policy implications of the Global Compact for the region. The subprogramme also helped build regional dialogue platforms to enhance collaboration in the area of migration. It led the regional review of the Global Compact and brought member States together to discuss the progress made, as well as the challenges faced and possible solutions. Furthermore, the subprogramme organized a series of regional workshops to build the capacity of policymakers to operationalize the Global Compact and follow up on/review its implementation at the national level. Support was provided to the Government of the Sudan to develop a first draft of the national migration strategy aligned with the Global Compact. In addition, the subprogramme strengthened regional partnerships by launching, together with International Organization for Migration, the International Labour Organization and the League of Arab States, an issue-based coalition on international migration in Arab countries, with the participation of 18 other United Nations agencies, funds and programmes.

19.A.15 The above-mentioned work contributed to 133 new migration policies, programmes and actions in Arab countries, which exceeded the planned target of 70 new migration policies, programmes and actions reflected in the proposed programme budget for 2020 (see figure 19.A.I).

Figure 19.A.I

**Performance measure: total number of migration policies, programmes and actions enacted in Arab countries that are fully aligned with the Global Compact for Safe, Orderly and Regular Migration (cumulative)**



**Result 2: mitigation of the impact of multiple crises on vulnerable groups in Lebanon through learning opportunities, in partnership with a leading global massive online open course platform**

19.A.16 The COVID-19 pandemic has had a severe impact on the economy, on jobs and on learning and training opportunities in the Arab region, especially among young people and women. The region has some of the world's highest unemployment rates and young people and women form the largest part of its informal sector. Although information and communications technologies and digital technologies were leveraged, where possible, to sustain the provision of education and other services, the public education sector in most countries of the region has been unable to provide the needed tools and training for teachers and students to adapt to the crisis. In Lebanon, this was compounded by an acute economic crisis and the explosion in the port of Beirut.

19.A.17 Against that backdrop, and in cooperation with the Ministry of Labour of Lebanon, ESCWA partnered with one of the leading global MOOC platforms to provide free learning opportunities with certification for Lebanese citizens. More than 4,900 courses were made available, some in Arabic, offering certification by some of the world's finest academic, research and other institutions. ESCWA set up a special registration platform and carried out a full-fledged promotional campaign on social and traditional media to target individuals, in particular youth and women, who lost their jobs or whose university curricula were interrupted owing to the COVID-19 pandemic, the explosion in the port of Beirut and the economic crisis. As a result, 25,000 individuals were able to upgrade their skills to meet the requirements of the labour market. This included development of soft and hard skills, including leadership, management, communication, entrepreneurship, business analysis, sales, computer networking and operating systems, data analysis and management, finance, statistics and mathematics. ESCWA communicated with registered candidates and supported them throughout their registration and learning process.

*Progress towards the attainment of the objective, and performance measure*

19.A.18 The above-mentioned work contributed to the objective, as demonstrated by the fact that 25,000 individuals, including many young people and women, completed more than 40,000 courses (a total of 500,000 learning hours) (see table 19.A.4).

Table 19.A.4  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	25,000 individuals, including many young people and women, completed more than 40,000 courses (a total of 500,000 learning hours)

**Impact of COVID-19 on subprogramme delivery**

19.A.19 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme identified priority areas to help member States analyse the impact of COVID-19 and mitigate its effects on the most vulnerable groups. Specifically, the subprogramme developed a series of policy briefs assessing the impact of the pandemic and projecting regional losses and scenarios for countries to enable development of the most appropriate and innovative coping strategies to help member States to ensure that no one is left behind. These included, for example, the solidarity tax model to reduce the gap in wealth inequality. It also cooperated with other United Nations entities on conducting country-specific assessments on, among other things gender equality and the overall socioeconomic situation.

**Deliverables**

19.A.20 Table 19.A.5 lists all deliverables, by category and subcategory, for the 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.5

**Subprogramme 2: deliverables for 2020, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	—	—
1. Parliamentary reports for the Economic and Social Commission for Western Asia	1	1	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>44</b>	<b>44</b>	—	—
2. Meetings of the Arab Forum for Sustainable Development	9	9	—	—
3. Meetings of ad hoc expert groups on ageing, disability, migration, social justice and participation, the 2030 Agenda and other social issues	35	35	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	—	—
4. Publication on disability	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>8</b>	<b>8</b>	—	—
5. Technical papers, briefs and bulletins on social development and other issues	1	1	—	—
6. Technical papers, briefs and bulletins on social justice	3	2	—	—
7. Technical papers, briefs and bulletins on sustainable development	2	1	—	—
8. Technical papers and briefs on aging	1	1	—	—
9. Briefs and bulletins on migration	1	1	—	—
10. Policy briefs assessing the impact of the pandemic and projecting regional losses and scenarios for countries	—	2	—	—

### Subprogramme 3

#### Economic development and integration

19.A.21 Programme performance in 2020 includes programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### **Result 1: financing the Sustainable Development Goals through fiscal consolidation and domestic resource mobilization<sup>4</sup>**

19.A.22 In 2020, the subprogramme continued to support member States in identifying avenues to finance sustainable development, including through fiscal consolidation and domestic resource mobilization. To that end, the subprogramme updated and reissued the *Fiscal Policy Review of Arab States 2019*, which provides a baseline for the tax and expenditure reforms needed to mobilize domestic public resources. It supported member States in selecting thematic financing for development options to address regional challenges and bridge the financing gap, in line with the conclusions of the report on global developments and regional challenges as reflected in the Arab Financing for Development Scorecard. The subprogramme also continued to provide technical expertise to Governments on matters of fiscal policy reform, which included the provision of economic modelling tools to support Governments in the formulation of socially acceptable reform proposals focused on decreasing fiscal deficits and increasing the understanding of the linkages among fiscal policy choices. It organized a capacity-building workshop to support Jordan in addressing tax base erosion and adopting optimal tax policies, and it used modelling techniques to assess the economic and social

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).



implications of the COVID-19 pandemic, supporting two member States in defining and implementing mitigation measures.

19.A.23 The above-mentioned work contributed to the objective, as demonstrated by the design and implementation by two member States of fiscally sustainable COVID-19 mitigation measures, which exceeded the planned target of the inclusion of a subsidy reform proposal in the financial law submitted by the Government of Tunisia to parliament for approval reflected in the proposed programme budget for 2020 (see table 19.A.6).

Table 19.A.6  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Request by member States, including Tunisia, to support fiscal policy reform	<p>Development of socially acceptable fiscal policy reform proposals and corresponding economic models</p> <p>A subsidy reform proposal is adopted by Tunisia in its financial law, with an automatic adjustment mechanism for energy prices</p>	Two member States (Egypt and Tunisia) design and implement fiscally sustainable COVID-19 mitigation measures

## **Result 2: enhanced master plan to build back the port of Beirut**

19.A.24 The development of the Port of Beirut stretched over several decades and followed various master plans. The last one, which dates from 2018, took into consideration inherited buildings and warehouses and analysed constraints hindering the full performance of the port and its optimal connectivity to land transport networks. The explosions of 4 August 2020 resulted in significant damage to the port premises. While there was an urgent need to make the port operational again, the situation opened the door for discussions on future layouts of the port and measuring the potential for enhanced performance and competitiveness and for adopting the most advanced port technologies. In this context, ESCWA received a request for technical assistance from the Port of Beirut Management and Operating Committee to prepare a study on revisiting the 2018 master plan.

19.A.25 The subprogramme, at the request of the Port of Beirut Management and Operating Committee, organized a series of consultations and three workshops to discuss such questions and produce the requested study. During the workshops, the approach and data and information sources for the study were discussed, the initial survey findings were presented and a final draft report was disseminated for comments from relevant stakeholders. The study took into account ground alterations after the blast and offered a comprehensive vision of the interaction between the port and its hinterland, with an analysis of the comparative advantages of all Lebanese ports and recommendations on strategic needs with respect to integrated port development, as well as on actions to enhance port performance. The subprogramme built the general concept of the study and proposed guidelines for the adjustment and update of the 2018 master plan. It included recommendations related to the location of the port facilities, the accessibility from outside the port and the traffic circulation within the port, opportunities for multimodal connectivity with the hinterland and the use of emerging and future technologies for port operations and handling.

*Progress towards the attainment of the objective, and performance measure*

19.A.26 The above-mentioned work contributed to the objective, as demonstrated by the adoption by the authorities of the port of Beirut of the study recommendations related to enhanced performance, increased competitiveness and the latest technologies for the design of an updated master plan (see table 19.A.7).

Table 19.A.7

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Master plan of the port of Beirut on port performance and optimal connectivity to land transport networks	Master plan of the port of Beirut on port performance and optimal connectivity to land transport networks	Adoption by the authorities of the Port of Beirut of the study recommendations related to enhanced performance, increased competitiveness and the latest technologies for the design of an updated master plan

**Impact of COVID-19 on subprogramme delivery**

19.A.27 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme contributed substantively to the development of a regional emergency response framework to mitigate the impact of COVID-19 and the publication of several unplanned policy briefs analysing the pandemic's impact on the economy and finance in the region covering such issues as the loss of economic growth, employment, foreign direct investment, trade and trade facilitation measures, capital markets, financial systems, remittances, debt sustainability, fiscal space, trade finance and food security. The subprogramme also supported the development of the United Nations Comprehensive Response to COVID-19, in particular as it pertains to debt and the socioeconomic impact of COVID-19 on the Arab region, and helped to ensure that the region's interests were reflected in the menu of policy options for development financing which will be reviewed at the next International Conference on Financing for Development. The subprogramme also joined the Remittance Community Task Force and participated in the drafting of a blueprint for action to safeguard remittances in times of crisis. In addition, ESCWA used modelling techniques to forecast and analyse the socioeconomic impact of COVID-19 in the region, including a fiscal multiplier analysis, which informed the decisions of the parliament on fiscal stimulus; develop public debt and debt stabilization scenarios for Egypt, Jordan and Tunisia; and analyse regional debt sustainability in the context of COVID-19 impact mitigation. Furthermore, the subprogramme worked with a number of international partners to collectively identify solutions for transport and trade connectivity in the age of pandemics. The subprogramme, in collaboration with the United Nations Conference on Trade and Development (UNCTAD) and the Organisation for Economic Co-operation and Development (OECD), delivered webinars entitled "Competition law and policy during and in the aftermath of the COVID-19 pandemic: reflections in the Arab region" and "Consumer protection in the aftermath of the COVID-19 pandemic: focus on digitalization" in lieu of the planned expert group meetings on supporting Arab countries in transition and key processes/institutions that support economic activity and economic transactions.

## Deliverables

19.A.28 Table 19.A.8 lists all deliverables, by category and subcategory, for the year 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.8

### Subprogramme 3: deliverables for 2020, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	—	—
1. Parliamentary documents for the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region	2	2	—	—
2. Parliamentary documents for the Committee on Transport and Logistics	2	2	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>12</b>	—	—
3. Expert group meeting on supporting Arab countries in transition	4	—	—	—
4. Expert group meeting on key processes/institutions that support economic activity and economic transactions	4	—	—	—
5. Substantive servicing of the twenty-first session of the Committee on Transport and Logistics	4	4	—	—
6. Expert group meeting on assessing Arab economic integration	4	4	—	—
7. Expert group meeting on macrofiscal policy and employment	4	4	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	—	—
8. National Agenda for the Future of the Syrian Arab Republic – phase II	1	1	—	—
<b>Seminars, workshops and training events</b> (number of days)	—	<b>2</b>	—	—
9. Webinar on competition law and policy during and in the aftermath of the COVID-19 pandemic: reflections in the Arab region	—	1	—	—
10. Webinar on consumer protection in the aftermath of the COVID-19 pandemic: focus on digitalization	—	1	—	—
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	—	—
11. <i>Survey of Economic and Social Developments in the Arab Region 2019–2020</i>	1	1	—	—
12. <i>Arab Multidimensional Poverty Report 2020</i>	1	—	—	—
13. Ideal conceptual framework for the multidimensional poverty index	—	1	—	—
<b>Technical materials</b> (number of materials)	<b>29</b>	<b>29</b>	—	—
14. Technical paper on ex post facto assessment of energy subsidy reform in Kuwait	1	1	—	—
15. Technical materials on competition policy	2	2	—	—
16. Technical materials on trade issues	10	10	—	—
17. Technical materials on poverty in the Arab region	5	5	—	—
18. National employment profiles	3	3	—	—
19. Technical paper on employment creation	1	1	—	—
20. Technical materials on industrial policy in the Arab region	2	2	—	—
21. Technical materials on fiscal policy in the Arab region	3	2	—	—
22. Technical material on the Arab region recovery from COVID-19	—	1	—	—
23. Technical materials on financing for development in the Arab region	2	2	—	—

## Subprogramme 4

### Technology for development and regional integration

19.A.29 Programme performance in 2020 includes, programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### **Result 1: digital development in the Arab region: leaving no one behind<sup>5</sup>**

19.A.30 Inclusive and equitable access to information and communications technology (ICT), the Internet and e-services and a robust information society and digital economy are essential tools for the empowerment of people and sustainable development in the Arab region. In 2020, the subprogramme convened the fifth Arab Internet Governance Forum and published the flagship *Arab Digital Development Report 2019*, both of which were geared towards empowering people and ensuring inclusiveness. The latter identified policy gaps and opportunities for harnessing ICT in support of sustainable development. In this context, the subprogramme convened 10 national research workshops to help Governments assess their national digital development reviews of 2019 and related methodologies. The subprogramme also promoted national ownership and elaboration of thematic strategies/policies on ICT-related issues by member States. It convened expert group meetings to develop and endorse a digital development framework and process manual. The subprogramme also produced reports entitled “Arab digital agenda: preliminary framework for the Arab ICT strategy” and “ESCWA vision on work modalities to develop the Arab ICT strategy”. Both have been endorsed by the working group of the Arab Telecommunications and Information Council of Ministers, paving the way for the inception of a unified regional ICT strategy, namely, the Arab digital agenda. To date, three regional events have been convened, in collaboration with the League of Arab States, to advance its development.

19.A.31 To address the emerging requests related to the COVID-19 pandemic, the subprogramme offered support to member States in tailoring the digital components of their responses. That support included convening, together with the League of Arab States, the first Arab Forum on Information and Communications Technologies Fighting COVID-19: Arab Initiatives and Success Stories and producing, together with UNCTAD, a global report entitled “Post-pandemic COVID-19 economic recovery: enabling developing countries to better harness e-commerce and digital trade”, as well as undertaking other initiatives in the field of digital technology that identified good ICT practice, policies and solutions for mitigating the adverse effects of the pandemic on health, economies and societies.

19.A.32 The above-mentioned work contributed to the adoption of national strategies/policies on select ICT-related issues by 4 member States and the adoption by 22 States of the vision and preliminary framework underpinning the unified regional ICT strategy (the Arab digital agenda), which exceeded the planned target of at least three member States deploying their national digital strategy for accelerating the achievement of the Sustainable Development Goals reflected in the proposed programme budget for 2020 (see table 19.A.9).

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

Table 19.A.9

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Member States adopted the multisectoral Arab digital development process	At least 10 member States deploy the national digital development template to assess the digital development landscape vis-à-vis inclusiveness and empowerment	National strategies/policies on select ICT-related issues adopted by 4 member States  The vision and preliminary framework underpinning the unified regional ICT strategy (the Arab digital agenda) adopted by 22 States

**Result 2: peer learning and improved decision-making for fiscal stimulus and social protection policy responses in the context of COVID-19**

19.A.33 The COVID-19 pandemic forced most countries, including Arab States, to announce, within a short span of time, fiscal stimulus packages and social protection measures in order to mitigate the negative impacts of the pandemic. Enhanced access to information on the policy responses adopted, tools and delivery mechanisms was needed to help countries better understand which policies were more effective and to support them in the adoption of the best measures to counter the impact of the pandemic, including by protecting the most vulnerable groups, recognizing that countries with developed social protection systems were in a better position to deliver effective responses.

19.A.34 In this context, the subprogramme developed an interactive COVID-19 stimulus tracker, which, in a user-friendly way, maps and visualizes worldwide fiscal and social protection policy responses to the pandemic throughout the world. The tracker facilitated peer learning and dialogue on fiscal policy and social protection options. It informed the social protection policy responses dialogue with representatives from ministries of social affairs of Arab States, which was held virtually in April 2020. In addition, ESCWA used information generated by the tracker to produce and disseminate a series of policy briefs aimed at further informing webinar discussions on topics related to the economic and social impact of the pandemic. This included a policy brief on limited fiscal space putting the Arab region at risk of recovering better from the COVID-19 pandemic and contributions to a policy brief issued by the Secretary-General entitled “The impact of COVID-19 on the Arab region: an opportunity to build back better”. Furthermore, a harmonized set of social protection measures agreed upon by the five United Nations regional commissions were produced through the use of the tracker, which helped advance the analysis of social protection policies and their effectiveness in a comparative context of regions and countries.

*Progress towards the attainment of the objective, and performance measure*

19.A.35 The above-mentioned work contributed to the objective, as demonstrated by 89 users from the Arab region and 85 users from the rest of the world using the COVID-19 stimulus tracker for decision-making (see table 19.A.10).

Table 19.A.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	89 users from Arab States and 85 users from the rest of the world use the COVID-19 stimulus tracker tool for decision-making  1 member State (Sudan) initiated a reassessment of its social protection strategy and another member State (Jordan) launched a review of its social assistance database

### Impact of COVID-19 on subprogramme delivery

19.A.36 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme organized a virtual forum jointly with the League of Arab States and partners on addressing the COVID-19 pandemic and produced a study, in collaboration with UNCTAD, on e-commerce in the COVID-19 context. The new deliverables contributed to results in 2020, as specified in result 2 above.

### Deliverables

19.A.37 Table 19.A.11 lists all deliverables, by category and subcategory, for the year 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.11  
Subprogramme 4: deliverables for 2020, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	—	—
1. Substantive parliamentary documents for the thirty-first ministerial session of ESCWA	1	1	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>17</b>	<b>16</b>	—	—
2. Meetings of the League of Arab States on Internet governance; automated digital network systems; the digital economy; innovation policies; enhanced ICT cooperation; ICT strategy; science, technology and innovation; and ICT for the Sustainable Development Goals, digital content in Arabic and entrepreneurship	1	1	—	—
3. Arab Internet Governance Forum	6	6	—	—
4. Expert group meeting on the theme of the 2021 high-level political forum on sustainable development and implications for the national digital development reports	4	3	—	—
5. High-level meeting of the Arab e-Government Council	2	2	—	—
6. Expert group meeting on the role of technology and innovation in reconstruction and recovery in the Arab region	4	3	—	—
7. Arab forum on information and communications technologies fighting COVID-19: Arab initiatives and success stories	—	1	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	—	—
8. <i>Technology for Development Bulletin in the Arab Region</i>	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>8</b>	—	—
9. Policy paper on digital technologies	1	1	—	—
10. Technical paper on the measurement of e-government services in the Arab countries	1	1	—	—
11. Technical paper on innovative solutions to enhance specific sectors in the Arab region	1	1	—	—
12. Impact of COVID-19 on the Arab region: an opportunity to build back better	—	1	—	—
13. Pilot national strategy paper on frontier technologies and artificial intelligence road mapping for national plans towards sustainable inclusive industrialization	1	1	—	—
14. Technical paper with updates on technology priorities in the Arab region	1	—	—	—
15. Arab digital agenda: preliminary framework for the Arab ICT strategy	—	1	—	—
16. ESCWA vision on work modalities to develop the Arab ICT strategy	—	1	—	—
17. Post-pandemic COVID-19 economic recovery: enabling developing countries to better harness e-commerce and digital trade	—	1	—	—

## Subprogramme 5

### Statistics for evidence-based policymaking

19.A.38 Programme performance in 2020 includes programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### Result 1: introducing modern technologies and a geospatial dimension to enhance the availability of census data for the 2030 Agenda<sup>6</sup>

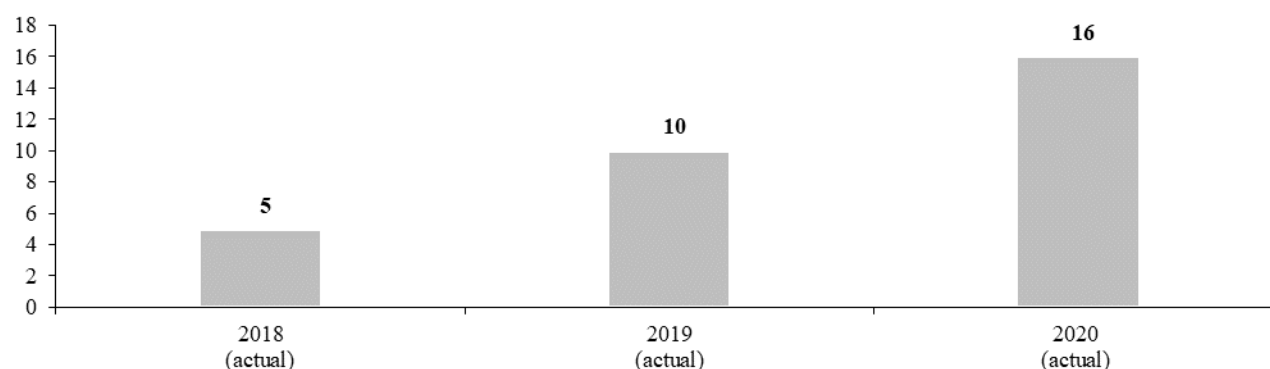
19.A.39 From 2018 to 2020, the subprogramme supported the modernization of national statistical offices in the Arab region by enhancing the use of new technologies for population and housing censuses, including by publishing and disseminating knowledge products on the use of electronic devices and data quality assessment in electronic censuses. The subprogramme also created an online knowledge base, in Arabic and English, that gathers guidelines, studies and information on capacity-building events. Furthermore, the subprogramme worked closely with national statistical offices on planning the collection of data and supported strategic decision-making with a view to the adoption of new technologies in censuses. It organized training events in Iraq, Libya, Morocco, Saudi Arabia, the Sudan and the United Arab Emirates on the use of new technologies and geospatial information in data collection (tablets and self-enumeration using the Internet and records linkages, electronic editing, and data dissemination and utilization), as well as a series of five regional capacity-building workshops to facilitate the exchange of experience among national statistical offices in Arab countries. In 2020, the subprogramme delivered technical advice on how to implement censuses via social media platforms, as a few countries decided to postpone their census data collection beyond 2020 owing to the COVID-19 pandemic.

19.A.40 The above-mentioned work contributed to 16 Arab States being ready to conduct population and housing census using new technologies, which met the planned target reflected in the proposed programme budget for 2020 (see figure 19.A.II).

<sup>6</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

Figure 19.A.II

**Performance measure: number of Arab States ready to conduct population and housing censuses using new technologies (cumulative)**



### **Result 2: policy briefs on the socioeconomic impact of COVID-19**

19.A.41 The decade that was marked for accelerated action and delivery towards sustainable development has been disrupted by a global health threat that has severely impacted the Arab region. The virus has affected the lives and livelihoods of people from all social and economic backgrounds. Although the focus has, until now, been on urgent action to save lives and protect and repair livelihoods, the crisis also served as a stark reminder of the importance of an efficient and effective public sector as the first line of defence in addressing any risk and of the need to continuously strengthen national capacities, which are of paramount importance to the welfare of countries and to their social and economic prosperity.

19.A.42 In the wake of the pandemic, ESCWA capitalized on its expertise and proactively embarked on an analysis of emerging trends, risks and opportunities and identified good practice in support of national and regional policy- and decision-making on issues related to COVID-19. Specifically, ESCWA prepared 12 thematic policy briefs on topics ranging from the impact of the pandemic on specific vulnerable groups (youth, the elderly and women) and core socioeconomic factors (food security and poverty, fiscal and financial stability, natural resources and trade) to future-focused proposals for recovery and building back better.

#### *Progress towards the attainment of the objective, and performance measure*

19.A.43 The above-mentioned work contributed to the objective, as demonstrated by the strengthened capacities of member States to develop evidence-based policies aimed at tackling the immediate and longer-term consequences of the pandemic, while remaining on track towards achieving the Sustainable Development Goals and the 2030 Agenda (see table 19.A.12).



Table 19.A.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Strengthened capacities of member States to develop evidence-based policies aimed at tackling the immediate and longer-term consequences of the pandemic, while remaining on track towards achieving the Sustainable Development Goals and the 2030 Agenda

### Impact of COVID-19 on subprogramme delivery

19.A.44 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme, in collaboration with other ESCWA subprogrammes, also focused on analyses of trends and generating evidence- and data-based policy recommendations on a variety of topics ranging from the impact of the pandemic on specific vulnerable groups (youth, the elderly and women) and core socioeconomic factors (food security and poverty, fiscal and financial stability, natural resources and trade) to future-focused proposals for post-pandemic recovery. These, in turn, informed national policymaking in relation to tackling the negative effects of the pandemic on the people, the economies and the achievement of the Sustainable Development Goals in the Arab region. The new deliverables contributed to results in 2020, as specified in result 2 above.

### Deliverables

19.A.45 Table 19.A.13 lists all deliverables, by category and subcategory, for the year 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.13  
Subprogramme 5: deliverables for 2020, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>6</b>	<b>6</b>	—	—
1. Substantive parliamentary documents for the Statistical Committee	6	6	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>28</b>	<b>27</b>	—	—
2. Substantive servicing of the Statistical Committee	4	3	—	—
3. Substantive servicing of the intergovernmental meeting of the Bureau of the Statistical Committee	2	2	—	—
4. Meeting of the Working Group of the Statistical Committee	2	2	—	—
5. Meetings of the Technical Advisory Group on Economic Statistics	4	4	—	—
6. Meetings of the Technical Advisory Group on Demographic and Social Statistics	4	4	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
7. Expert group meeting on cross-cutting issues related to statistics	4	4	—	—
8. Meetings of the Task Force on Sustainable Development Goals Data of the Regional Coordination Mechanism for the Arab States	4	4	—	—
9. Meeting(s) of the Regional Committee of United Nations Global Geospatial Information Management for the Arab States	4	4	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	—	—
10. International Comparison Programme, including on the harmonized consumer price index	1	1	—	—
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	—	—
11. <i>Arab Society: Demographic and Social Trends</i>	1	1	—	—
12. E-bulletin on trade statistics	1	1	—	—
13. E-bulletin on industry statistics	1	1	—	—
14. E-bulletin on gender in figures	1	1	—	—
15. E-bulletin on national accounts in the Arab region	1	1	—	—
16. Statistical report on the Sustainable Development Goals	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>1</b>	—	—
17. Technical material on big data for policy analysis	1	1	—	—

## Subprogramme 6

### Advancement of women

19.A.46 Programme performance in 2020 includes programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### Result 1: national women's machineries: agents for change<sup>7</sup>

19.A.47 From 2018 to 2020, the subprogramme engaged with Syrian women refugees in Jordan and Lebanon to better understand their immediate needs, document what would improve their lives as refugees in their host communities and identify their aspirations upon return to their home country. The in-depth knowledge obtained was used to advocate with national women's machineries and other stakeholders with respect to enhancing service provision to women refugees and supporting the implementation of national action plans in Jordan and Lebanon based on Security Council resolution 1325 (2000) on women and peace and security. The subprogramme also extensively supported Yemen in finalizing and disseminating its first national action plan, which was endorsed in December 2019. It helped the Sudan to develop its national action plan through a series of national and subnational meetings that ensured broad ownership of the process and led to its endorsement by the Government in March 2020. The subprogramme also provided support to the State of Palestine in revising its existing national action plan and developing a new one to address identified gaps, such as the limited representation of women in the security sector and the need for further integration of the women and peace and security agenda into security sector operations. Furthermore, the subprogramme helped build the capacity of the national women's machinery in Kuwait and supported the development of its national action plan upon request for technical assistance.

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

19.A.48 The above-mentioned work contributed to the adoption of an additional comprehensive action plan that is participatory and inclusive (the Sudan), which met the planned target reflected in the proposed programme budget for 2020 (see table 19.A.14).

Table 19.A.14

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
No comprehensive action plans adopted that are participatory and inclusive	Adoption of 1 comprehensive action plan that is participatory and inclusive (Yemen)	Adoption of an additional comprehensive action plan that is participatory and inclusive (the Sudan)

**Result 2: supporting member States in mitigating the impact of COVID-19 on gender equality gains**

19.A.49 In early 2020, Governments around the globe imposed lockdowns to contain the COVID-19 pandemic. While necessary to prevent loss of life, these measures brought with them a troubling consequence: an increase in violence against women and girls, including online violence. In many cases, because of the pandemic, survivors of violence were stranded in the proximity of perpetrators, while their ability to access essential support services decreased significantly, either because the services were not available (e.g. they were reprioritized to focus on COVID-19 interventions) or not easily accessible. Women and girls in the Arab region were no exception.

19.A.50 In response to the initial reports of increased violence against women and girls and a projected increase in gender-based inequality in the labour market, education and access to timely services and information, as well as with regard to care work responsibilities, the subprogramme issued a multi-agency policy brief on the impact of COVID-19 on gender equality in the Arab region. The brief aimed to raise awareness among member States of the potential gendered impact of the lockdowns and, in particular, the gender equality concerns that needed to be taken into consideration while addressing the pandemic. It was accompanied by an open letter to Governments of all Arab States, advocating the implementation of alternative solutions to assist female survivors of domestic violence across the region. A subsequent policy brief on violence against women and girls and COVID-19 in the Arab region provided qualitative and quantitative data on instances of such violence, the availability of support systems, and good and emerging practices for preventing and combating violence against women and girls. The efforts were complemented by a special meeting of the ESCWA Committee on Women, which discussed the impact of COVID-19 on gender equality at the regional and national levels. In addition, building on the regional approach and in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), ESCWA provided policy guidance at the national level (e.g. for Iraq and Yemen) on mitigating the impact of the pandemic on women's economic and political participation and access to social protection services.

19.A.51 Furthermore, the subprogramme expanded its planned activities and led the technical assistance efforts of several United Nations agencies to enhance the capacity of the National Family Safety Programme in Saudi Arabia to address gender-based violence. The assistance entailed developing and delivering a series of capacity-building and information-sharing webinars (a total of 13 workshops reaching over 400

service providers) on addressing violence against women through service provision during the COVID-19 pandemic.

*Progress towards the attainment of the objective, and performance measure*

19.A.52 The above-mentioned work contributed to the objective, as demonstrated by senior officials and heads of national women's machineries in the Arab region benefitting from policy advice aimed at addressing the gendered impact of COVID-19 and by the strengthened capacity of at least 400 service providers in Saudi Arabia to optimize service delivery to women victims of violence (see table 19.A.15).

Table 19.A.15  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<p>Senior officials and heads of national women's machineries in the Arab region benefitted from policy advice aimed at addressing the gendered impact of COVID-19</p> <p>Strengthened capacity of at least 400 service providers in Saudi Arabia to optimize service delivery to women victims of violence</p>

**Impact of COVID-19 on subprogramme delivery**

19.A.53 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme identified, as a new priority area, assistance to member States with the analysis of the gendered impact of COVID-19 and mitigation of its implications for women and girls. Specifically, the subprogramme focused on prevention and early action against gender-based violence. It also cooperated with other United Nations entities on conducting country-specific assessments in relation to gender equality, as part of the overall socioeconomic situation. This new deliverable contributed to results in 2020, as specified in result 2 above.

**Deliverables**

19.A.54 Table 19.A.16 lists all deliverables, by category and subcategory, for the year 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.16

**Subprogramme 6: deliverables for 2020, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	—	1	—	—
1. Documents for the special meeting of the Committee on Women	—	1	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	34	33	—	—
2. Expert group meetings in the margins of the special meeting of the Committee on Women	6	5	—	—
3. League of Arab States annual intergovernmental meeting on gender equality	4	3	—	—
4. Arab Women Organization annual intergovernmental meeting on gender equality	4	4	—	—
5. Expert group meeting on women mediators: exchanging knowledge and best practices	4	4	—	—
6. Gender discussion series: women and peace and security	2	2	—	—
7. Expert group meeting on provision of comprehensive services to women and girls in Arab countries	4	4	—	—
8. Gender discussion series: violence against women	2	2	—	—
9. Expert group meeting on barriers to women's economic participation and ways to recognize their care work	4	4	—	—
10. High-level meeting on the Beijing Declaration and Platform for Action 25 years after their adoption	4	4	—	—
11. Special meeting of the Committee on Women	—	1	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	2	2	—	—
12. Support to women refugees from the Syrian Arab Republic and vulnerable women and girls in host communities	1	1	—	—
13. Arab regional review of the Beijing Declaration and Platform for Action 25 years after their adoption	1	1	—	—
<b>Technical materials</b> (number of materials)	4	4	—	—
14. Policy brief: women, peace and security	1	1	—	—
15. Policy brief: violence against women	1	1	—	—
16. Technical paper on costing child marriage	1	1	—	—
17. Policy brief: women's unpaid work	1	1	—	—

## Subprogramme 7

### Conflict mitigation and development

19.A.55 Programme performance in 2020 includes, programme performance presented under result 1 as well as result 2, which emerged during 2020.

#### Result 1: strengthened institutions for the prevention of and recovery from conflict<sup>8</sup>

19.A.56 From 2018 to 2020, the subprogramme developed a self-assessment methodology and tool to strengthen the public sector and identify key institutional

<sup>8</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 22)).

gaps in countries affected by crisis, conflict or occupation. It produced a series of tailor-made national capacity-building modules for Iraq, Yemen and the State of Palestine. A total of 86 civil servants took part in training sessions and effectively increased their capacities to enhance institutional effectiveness for conflict recovery and prevention, and better development outcomes. The gaps assessment methodology was formally adopted by the Ministry of Planning in Iraq, while training-of-trainers courses were delivered to 40 civil servants in Yemen. The Palestinian General Personnel Council also adopted the methodology to support its workforce planning strategies. The subprogramme presented the gaps assessment methodology to 18 representatives of ESCWA member States during an Executive Committee meeting in July 2019. Furthermore, the subprogramme provided policy recommendations to Iraq, Yemen and the State of Palestine based on institutional gap assessment reports produced in 2019 and 2020.

19.A.57 The above-mentioned work contributed to the use of the gap assessment methodology by at least three member States, which met the planned target reflected in the proposed programme budget for 2020 (see table 19.A.17).

Table 19.A.17  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Institutional gap assessment methodology discussed with member States	Institutional gap assessment methodology used in 2 member States (Iraq and Yemen)	Methodology used in at least 1 additional member State (State of Palestine)

## Result 2: strengthened governance and public institutions to mitigate the impact of the COVID-19 pandemic

19.A.58 The COVID-19 pandemic has had far reaching consequences in the Arab region. The situation called for unprecedented efforts and innovative measures to contain the spread of the disease. It required effective and coordinated action at the local and regional levels to strengthen governance and public institutions and mitigate the far-reaching socioeconomic and political repercussions of the crisis.

19.A.59 The subprogramme, in line with its previous work and expertise in the field of governance and institutional development and in partnership with the Division for Public Institutions and Digital Government of the Department of Economic and Social Affairs and the United Nations Educational, Scientific and Cultural Organization (UNESCO), organized a series of two webinars on leveraging public governance and spearheading innovative solutions to address the COVID-19 pandemic in Arab countries. The webinars explored innovative means to address the impact of the pandemic in the region and build back better, with a focus on enhanced planning for emerging crises. They covered enabling factors and incentives, aspects linked to functional capacities (such as assessment, decision-making, planning, monitoring and evaluation, policy formulation and budgeting) and dimensions such as risk management, crises and conflict sensitivity, enabling change, and fostering inclusion and participation. A total of 229 representatives of Governments, academia, civil society organizations and other relevant stakeholders from 50 countries, including all the countries of the Arab region, as well as 700 viewers, contributed to the discussions. The subprogramme also facilitated contacts between experts and Arab government representatives from different countries to further support the exchange of knowledge and experiences on integrating the Sustainable Development Goals in

national development plans, with a focus on how to enhance coordination for effective service delivery in the context of COVID-19.

*Progress towards the attainment of the objective, and performance measure*

19.A.60 The above-mentioned work contributed to the objective, as demonstrated by the strengthened understanding of and capacity to support coordinated and effective service delivery in the context of COVID-19 among 229 representatives from 50 countries (see table 19.A.18).

Table 19.A.18  
**Performance measure**

2018	2019	2020
—	—	Strengthened understanding of and capacity to support coordinated and effective service delivery in the context of COVID-19 among 229 representatives from 50 countries

**Impact of COVID-19 on subprogramme delivery**

19.A.61 In response to the pandemic, the subprogramme identified new activities to support member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme reoriented the theme of a planned policy paper to focus on COVID-19, conflict and risks in the Arab region: the need to end hostilities and invest in peace. It also replaced the meeting of the joint ESCWA/Department of Economic and Social Affairs/OECD working group on open and innovative government in the public sector with a webinar on agile and resilient responses to the COVID-19 pandemic in the Arab world: governance capacity to build back better. Moreover, the unplanned technical paper on governance in times of crisis: Sustainable Development Goal 16 in a post-COVID-19 world was published instead of a technical paper on the quality of institutions and structural transformation. In addition, preparation of parliamentary documents on the impact of Israeli policies and practices and the impact of conflict on development was cancelled, in view of the postponement of the thirty-first ministerial session. Furthermore, an unplanned regional webinar series was held (two meetings delivered jointly with the Department of Economic and Social Affairs and UNESCO) on leveraging public governance and spearheading innovative solutions to address the COVID-19 pandemic in the Arab region and a series of webinars was held aimed at strengthening effective governance through the development of a menu of possible solutions and strengthened information-sharing through the websites of the Department of Economic and Social Affairs, ESCWA and UNESCO. The new deliverables contributed to results in 2020, as specified in result 2 above.

**Deliverables**

19.A.62 Table 19.A.19 lists all deliverables, by category and subcategory, for the year 2020 that contributed and are expected to contribute to the attainment of the objective.

Table 19.A.19

**Subprogramme 7: deliverables for 2020, 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>1</b>	—	—
1. Report on the socioeconomic conditions in the Occupied Palestinian Territory	1	1	—	—
2. Note by the Secretary-General on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan to the General Assembly and the Economic and Social Council	1	—	—	—
3. Report on the impact of conflict on development in the Arab region to the Executive Committee	1	—	—	—
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>18</b>	—	—
4. High-level meeting of the League of Arab States/Arab Administrative Development Organization/ESCWA	4	3	—	—
5. Expert group meeting on analysing the cumulative impact of selected Israeli policies and practices	4	3	—	—
6. Expert group meeting on governance, conflict prevention and recovery	4	4	—	—
7. Expert group meeting on the risk assessment framework for the Arab region: findings and policy implications	4	4	—	—
8. Annual Conference of the Governance Institutes Forum for Training in the Middle East and North Africa Network	4	4	—	—
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>1</b>	—	—
9. Project on a socioeconomic dialogue towards effective and accountable institutions and sustainable socioeconomic development in Libya	1	1	—	—
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	—	—
10. Publication entitled "Palestine under occupation III: mapping Israeli policies and practices since 1967"	1	1	—	—
11. Publication on the challenges for development in current conflict settings: thematic priorities	1	1	—	—
<b>Technical materials</b> (number of materials)	<b>7</b>	<b>6</b>	—	—
12. Technical paper on the institutional dimension of conflict prevention	1	1	—	—
13. Technical paper on service delivery and strengthening the social fabric	1	—	—	—
14. Technical paper on the quality of institutions and structural transformation	1	—	—	—
15. Technical paper on governance in times of crisis: Sustainable Development Goal 16 in a post-COVID-19 world	—	1	—	—
16. Technical paper on measuring and mapping the regional dimensions of risk in the Arab region	1	1	—	—
17. Technical paper on methodological issues in articulating a risk assessment framework for the Arab region	1	1	—	—
18. Policy paper on COVID-19, conflict and risks in the Arab region: the need to end hostilities and invest in peace	—	1	—	—
19. Technical paper on mitigating the impact of the occupation in the Palestinian development planning cycle	1	1	—	—
20. Technical paper on the cumulative impact of selected Israeli policies and practices	1	—	—	—



## Programme 20

### Human rights

#### Legislative mandates

20.1 The list below provides all mandates entrusted to the programme.

##### *General Assembly resolutions*

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	65/1	Keeping the promise: united to achieve the Millennium Development Goals
48/121	World Conference on Human Rights	65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
48/141	High Commissioner for the promotion and protection of all human rights	66/288	The future we want
55/2	United Nations Millennium Declaration	68/134	Follow-up to the Second World Assembly on Ageing
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance	68/165	Right to the truth
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
60/1	2005 World Summit Outcome		
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
61/166	Promotion of equitable and mutually respectful dialogue on human rights	70/262	Review of the United Nations peacebuilding architecture
61/295	United Nations Declaration on the Rights of Indigenous Peoples	71/189	Declaration on the Right to Peace
		74/132	Report of the Human Rights Council
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	75/201	Review of the United Nations peacebuilding architecture

##### *Security Council resolutions*

2282 (2016)	2558 (2020)
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##### *Human Rights Council resolutions and decisions*

2/102	Reports and studies of mechanisms and mandates	24/35	Impact of arms transfers on human rights in armed conflicts
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights	24/118	Establishment of a special fund for the participation of civil society in the Social Forum, the Forum on Minority Issues and the Forum on Business and Human Rights
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights	42/1	Composition of staff of the Office of the United Nations High Commissioner for Human Rights
6/30	Integrating the human rights of women throughout the United Nations system	45/113	Postponement of the implementation of certain activities mandated by the Human Rights Council
8/4	The right to education		
21/7	Right to the truth		

## Programme of work

### Subprogramme 1

#### Human rights mainstreaming, right to development, and research and analysis

##### (a) Human rights mainstreaming

#### Objective

20.2 The objective, to which this subprogramme contributes, is to advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme.

#### Deliverables

20.3 Table 20.1 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 20.1

#### Subprogramme 1 (a): 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>
1. Report to the General Assembly	1	1	1	1
2. Report to the Human Rights Council	1	1	1	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>1</b>	<b>–</b>	<b>1</b>	<b>–</b>
3. Meetings of the Human Rights Council: thematic plenary panel on human rights mainstreaming	1	–	1	–
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>
4. Publications on human rights and the sustainable development agenda; and on human rights and environmental perspectives	5	4	2	2
<b>Technical materials</b> (number of materials)	<b>11</b>	<b>6</b>	<b>10</b>	<b>10</b>
5. Methodological tools and training material on strengthening national protection systems, areas of human rights protection, institution-building, education and compilation of best practices on the integration of human rights aspects into United Nations policies and programmes	11	6	10	10
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to United Nations entities and to Member States, at their request, on the development of standards on strengthening national human rights promotion and protection capacities; integration of human rights aspects into development, humanitarian, peace and security, governance and rule of law areas.				

**(b) Right to development****Objective**

20.4 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development.

**Deliverables**

20.5 Table 20.2 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 20.2

**Subprogramme 1 (b): 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>8</b>	<b>12</b>	<b>13</b>
1. Reports to the General Assembly	1	1	2	1
2. Reports and pre-sessional documents to the Human Rights Council, including on the right to development, the Social Forum, the Intergovernmental Working Group on the Right to Development and the Expert Mechanism on the Right to Development	10	7	10	12
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>28</b>	<b>18</b>	<b>28</b>	<b>29</b>
3. Meetings of the Human Rights Council: thematic plenary panels on the right to development, good governance and climate change	2	2	2	3
4. Meetings of the Social Forum	4	4	4	4
5. Meetings of the Intergovernmental Working Group on the Right to Development	10	–	10	10
6. Meetings of the Expert Mechanism on the Right to Development	12	12	12	12
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>6</b>	<b>2</b>	<b>12</b>
7. Methodological tools and training material on mainstreaming the right to development	1	4	1	8
8. Research and analysis papers on mainstreaming the right to development	1	2	1	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to Member States, at their request, United Nations entities and others on the promotion of human rights, including on the development of related standards and implementation of the right to development.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information:</b> booklets, pamphlets, fact sheets, wallcharts and information kits on mainstreaming the right to development, including in national development strategies, such as poverty reduction strategy papers, national Sustainable Development Goal strategies and United Nations development frameworks.				

**(c) Research and analysis****Objective**

20.6 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding in accordance with the guiding principles of this programme.

**Deliverables**

20.7 Table 20.3 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 20.3

**Subprogramme 1 (c): 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>52</b>	<b>49</b>	<b>50</b>	<b>50</b>
1. Reports to the General Assembly	16	16	15	15
2. Reports to the Economic and Social Council	2	2	2	2
3. Reports to the Human Rights Council	34	31	33	33
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>142</b>	<b>95</b>	<b>135</b>	<b>135</b>
4. Meetings of the Human Rights Council: thematic plenary panels on human rights	10	10	10	10
5. Meetings of the Human Rights Council and the other policymaking organs	132	85	125	125
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>900</b>	<b>988</b>	<b>850</b>	<b>850</b>
6. Seminars on strengthening national human rights promotion and protection capacities for stakeholders, including governmental and non-governmental actors and United Nations entities	160	177	150	150
7. Fellowship programmes on the United Nations, human rights law and skill development, for indigenous people, minorities and people of African descent	740	811	700	700
<b>Publications</b> (number of publications)	<b>11</b>	<b>7</b>	<b>7</b>	<b>7</b>
8. Professional training series and publications on women's rights, racial discrimination, indigenous peoples and the administration of justice, in particular transitional justice mechanisms	11	7	7	7
<b>Technical materials</b> (number of materials)	<b>13</b>	<b>13</b>	<b>10</b>	<b>10</b>
9. Technical materials on women's rights, racial discrimination, indigenous peoples and the administration of justice, in particular transitional justice mechanisms	13	13	10	10
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to Member States, United Nations entities, special rapporteurs and independent experts of the Human Rights Council, and other stakeholders, including on the development of related standards.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> booklets, pamphlets, wallcharts, information kits on global and national advocacy and capacity-building in the field of women's rights, racial discrimination, indigenous peoples and the administration of justice, in particular transitional justice mechanisms.				
<b>Library services:</b> OHCHR publications in all available languages, human rights training and education publications, books, reports, periodicals, videos, DVDs on human rights, translations of the Universal Declaration of Human Rights.				

## Subprogramme 2 Supporting human rights treaty bodies

### Objective

20.8 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing support and advice to the human rights treaty bodies, ensuring that the guiding principles of this programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors.

### Deliverables

20.9 Table 20.4 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 20.4

#### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>854</b>	<b>503</b>	<b>1 021</b>	<b>854</b>
1. Reports of the Human Rights Committee, including concluding observations and lists of issues	37	42	50	37
2. Decisions on individual communications under the First Optional Protocol to the International Covenant on Civil and Political Rights	253	159	329	253
3. Reports of the Committee on Economic, Social and Cultural Rights, including concluding observations and lists of issues	43	24	44	43
4. Decisions on individual communications under the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights	7	16	113	7
5. Reports of the Committee on the Elimination of Racial Discrimination, including concluding observations and lists of themes	59	25	59	59
6. Decisions under article 11 and 14 of the International Convention on the Elimination of All Forms of Racial Discrimination	5	2	9	5
7. Reports of the Committee against Torture, including concluding observations and lists of issues	39	35	44	39
8. Decisions on individual communications under article 22 of the Convention against Torture	66	24	60	66
9. Reports of the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, including recommendations and observations on country visits	21	9	16	21
10. Replies from States parties and national preventative mechanisms to the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	18	4	10	18
11. Reports of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, including concluding observations and lists of issues	19	4	15	19
12. Reports of the Committee on the Elimination of Discrimination against Women, including concluding observations and lists of issues	104	53	94	104
13. Decisions on individual communications under article 2 of the Optional Protocol to the Convention on the Elimination of Discrimination against Women	14	16	16	14

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
14. Reports of the Committee on the Rights of the Child, including concluding observations on the reports of States parties under the Convention on the Rights of the Child and its Optional Protocols on the sale of children, child prostitution and child pornography and on the involvement of children in armed conflict and lists of issues	49	32	37	49
15. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of the Child on a communications procedure	18	20	16	18
16. Reports of the Committee on the Rights of Persons with Disabilities, including concluding observations and lists of issues	40	19	37	40
17. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of Persons with Disabilities	5	8	16	5
18. Reports of the Committee on Enforced Disappearances, including concluding observations and lists of issues	22	9	23	22
19. Decisions on individual communications under article 31 of the International Convention for the Protection of All Persons from Enforced Disappearance	2	2	2	2
20. Report of the meeting of Chairs of the human rights treaty bodies	1	1	1	1
21. Notes by the Secretariat of the meeting of Chairs of the human rights treaty bodies	3	2	3	3
22. Note by the Secretary-General, election of members and curricula vitae of candidates to the meetings of States parties	6	6	4	6
23. Reports to the General Assembly of the Committees and humanitarian trust funds	16	16	16	16
24. Report to the Economic and Social Council of the Committees on the Elimination of Discrimination against Women, on Economic, Social and Cultural Rights and on the Rights of Persons with Disabilities	3	3	3	3
25. Note by the Secretariat on results of the sessions of the Commission on the Status of Women	1	1	1	1
26. Report of the Secretary-General to the Human Rights Council on measures taken to implement Human Rights Council resolution 9/8 and on the operations of the humanitarian trust funds	3	3	3	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>1 160</b>	<b>570</b>	<b>1 266</b>	<b>1 160</b>
27. Meetings of the pre-sessional working groups of the Committees listed under policymaking organs and the working groups of optional protocols	150	48	186	150
28. Meetings of the Plenary of the Committees listed under policymaking organs, including the meeting of Chairpersons of the treaty bodies and the humanitarian trust funds	1 002	514	1 072	1 002
29. Meetings of State parties, election of members	8	8	8	8
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>200</b>	<b>231</b>	<b>230</b>	<b>230</b>
30. Projects of the United Nations Voluntary Fund for Victims of Torture	160	180	180	180
31. Projects of the United Nations voluntary trust fund on contemporary forms of slavery	30	37	40	40
32. Projects of the Special Fund established by the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment	10	14	10	15
<b>Seminars, workshops and training events</b> (number of days)	<b>120</b>	<b>170</b>	<b>120</b>	<b>190</b>
33. Training courses, seminars and workshops on reporting, individual communications, country visits and/or follow-up of treaty body recommendations to States parties	120	170	120	190
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>6</b>	<b>1</b>	<b>2</b>
34. Treaty-specific guides	1	6	1	2
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> promotion of legal instruments on the international legal human rights framework (briefings, capacity-building, legal analysis, information materials, technical cooperation and assistance) with Member States, United Nations entities and other stakeholders; support for the establishment and/or strengthening of national mechanisms for reporting and follow-up to the human rights treaty bodies; briefings with respect to newly elected mandates holders of the Committees and new members of the Boards of Trustees of the humanitarian trust funds.				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Databases and substantive digital materials:</b> update and maintenance of the Universal Human Rights Index, which has over 45,000 unique visitors annually, and treaty body jurisprudence databases.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> informational brochures on the activities of the treaty bodies and the humanitarian trust funds, as well as the Special Fund established by the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.				

### Subprogramme 3

#### Advisory services, technical cooperation and field activities

#### Objective

20.10 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme.

#### Deliverables

20.11 Table 20.5 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 20.5

#### Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>67</b>	<b>67</b>	<b>67</b>	<b>68</b>
1. Reports to the General Assembly	13	16	13	13
2. Reports to the Human Rights Council	53	50	53	54
3. Reports to the General Assembly of the Special Committee to Investigate Israeli Practices	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>75</b>	<b>75</b>	<b>87</b>	<b>76</b>
4. Meetings of the Human Rights Council related to country mandates, technical cooperation, and commissions of inquiry and fact-finding missions	53	50	65	54
5. Meetings of the Special Committee to Investigate Israeli Practices	5	5	5	5
6. Meetings of the Sub-Committee on Accreditation of the Global Alliance of National Human Rights Institutions	2	2	2	2
7. Meetings of the General Assembly	13	16	13	13
8. Meetings of the Board of Trustees of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights	2	2	2	2
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>183</b>	<b>194</b>	<b>185</b>	<b>193</b>
9. Technical cooperation, and substantive human rights support, at the request of Governments, State institutions, United Nations country teams and human rights components of peace missions in the areas of economic, civil, cultural, social and political rights	83	92	90	98

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
10. Projects on national and regional technical cooperation in the area of human rights	100	102	95	95
<b>Seminars, workshops and training events (number of days)</b>	<b>178</b>	<b>144</b>	<b>202</b>	<b>202</b>
11. Seminars, workshops and trainings events on various human rights themes for Governments, national human rights institutions and civil society	150	125	160	160
12. Regional training sessions on human rights issues for Governments, national human rights institutions and civil society by the United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region	28	19	42	42

#### C. Substantive deliverables

**Consultation, advice and advocacy:** consultations on human rights by the United Nations High Commissioner/Deputy High Commissioner for Human Rights with Members States; regional consultation on human rights issues for Governments, national human rights institutions and civil society by the United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region; and assistance to special rapporteurs and independent experts of the Human Rights Council (country mandates).

**Fact-finding, monitoring and investigation missions:** fact-finding, monitoring and investigation missions and commissions of inquiry established and supported; technical support and substantive and secretariat services for country-specific missions; monitoring, technical support and substantive services to human rights components in peace missions, including preparing inputs on the human rights situation mandated by the Security Council.

**Humanitarian assistance missions:** support and substantive advice related to human rights challenges in humanitarian operations.

**Databases and substantive digital materials:** update and maintenance of databases on geographic human rights information, including the human rights case database, and of a secure information exchange platform in support of the commissions of inquiry and fact-finding missions.

#### D. Communication deliverables

**External and media relations:** press releases and media briefings by country-mandate holders and the High Commissioner.

## Subprogramme 4 Supporting the Human Rights Council, its subsidiary bodies and mechanisms

### Objective

20.12 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the Advisory Committee, the special procedures, the universal periodic review and the complaint procedure.

### Deliverables

20.13 Table 20.6 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 20.6

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>323</b>	<b>308</b>	<b>323</b>	<b>327</b>
1. Reports of the special rapporteurs, working groups and independent experts to the General Assembly	37	39	37	41
2. Reports of the special rapporteurs, working groups, independent experts and special procedures to the Human Rights Council	126	126	126	126
3. Reports of the Secretary-General to the Human Rights Council	3	3	3	3
4. Reports of the Office of the United Nations High Commissioner for Human Rights to the Working Group on the Universal Periodic Review (compilation of United Nations information and summary of stakeholder information)	84	84	84	84
5. Reports of the Working Group on the Universal Periodic Review to the Human Rights Council	42	28	42	42
6. Report of the Office of the United Nations High Commissioner for Human Rights to the Human Rights Council on the operations of the voluntary fund for financial and technical assistance in the implementation of the universal periodic review and the voluntary trust fund for participation in the universal periodic review	2	2	2	2
7. Reports on thematic mandates as may be entrusted to the Secretary-General, the High Commissioner and mandate holders to the Human Rights Council	2	3	2	2
8. Reports on annotations to the agenda to the Working Group on Situations, the Working Group on Communications and to the provisional agenda to the Human Rights Council and to the Human Rights Council Advisory Committee	9	7	9	9
9. Reports of the working groups of the complaint procedure	4	3	4	4
10. Report of the closed meetings of the Human Rights Council convened in connection with the complaint procedure	2	1	2	2
11. Reports of the Experts to the Human Rights Council Advisory Committee	5	6	5	5
12. Reports of the Human Rights Council to the General Assembly	1	1	1	1
13. Reports of the Human Rights Council Advisory Committee to the Human Rights Council	3	5	3	3
14. Reports of the Human Rights Council (stand-alone reports at each session)	3	3	3	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>434</b>	<b>387</b>	<b>437</b>	<b>437</b>
15. Plenary meetings of the Human Rights Council	103	100	100	100
16. Meetings on the review of States undertaken by the Working Group on the Universal Periodic Review mechanism	54	28	54	54
17. Special sessions of the Human Rights Council	2	0	2	2
18. Pre-session, in-session and post-session meetings of the Bureau of the Human Rights Council	20	34	20	20
19. Closed meetings of the Human Rights Council under the complaint procedure	4	1	4	4
20. Meetings of the working groups of the complaint procedure	40	18	40	40
21. Meetings of the working groups (on enforced or involuntary disappearances, on arbitrary detention, on the use of mercenaries, on discrimination against women in law and practice, and on the issue of human rights and transitional corporations) and of the Forum on Minority Issues and Forum on Business and Human Rights	167	173	173	173
22. Meetings of the Consultative Group for the appointment of holders of special procedures mandates	24	26	24	24
23. Plenary meetings of the Human Rights Council Advisory Committee	20	7	20	20

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
24. Statistical report on the Human Rights Council	3	3	3	3
25. Monthly lists of communications	12	12	12	12
<b>C. Substantive deliverables</b>				
<p><b>Consultation, advice and advocacy:</b> consultations and events held in parallel with the sessions of the Human Rights Council with members and observers of the Council; briefings to Member States and United Nations entities on procedural issues relating to the Council and its subsidiary bodies, mechanisms and working groups; briefings to representatives of the least developed countries and small island developing States to enhance their capacity to participate in the work of the Council and its subsidiary bodies; pre-session and post-session briefings by the Secretary of the Council to non-governmental organizations; and communications by special rapporteurs, independent experts and working groups mandated by policymaking bodies on behalf of alleged victims of human rights violations.</p>				
<b>D. Communication deliverables</b>				
<p><b>External and media relations:</b> press releases on the work of the Human Rights Council and its subsidiary bodies and mechanisms.</p> <p><b>Digital platforms and multimedia content:</b> update and maintenance of Internet and extranet web pages on the work of the Human Rights Council and its subsidiary bodies and mechanisms.</p>				

## Programme 21

### International protection, durable solutions and assistance to refugees

#### Overall orientation

#### Mandates and background

21.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and the search for solutions to their plight. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [319 A \(IV\)](#), by which the Assembly established the Office, and resolution [428 \(V\)](#), which sets out its statute. In addition, the international legal basis for the protection of refugees finds its principal expression in the Convention relating to the Status of Refugees, of 1951 and the Protocol thereto, of 1967. UNHCR also has responsibilities for stateless persons pursuant to paragraph 6 (A) (ii) of the statute and article I (A) (2) of the 1951 Convention with regard to refugees who are stateless, as well as to various General Assembly resolutions, including resolutions [3274 \(XXIX\)](#) and [31/36](#) in relation to the Convention relating to the Status of Stateless Persons, of 1954 and the Convention on the Reduction of Statelessness, of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various Assembly resolutions. The Office provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.

21.2 While the final figures for 2020 are not yet available, UNHCR has estimated that the total population of concern to UNHCR surpassed 83 million at mid-2020. While the coronavirus disease (COVID-19) pandemic temporarily led to a reduction in the number of new asylum seekers owing to movement restrictions and border closures, significant new displacement was registered during the first half of 2020, including in the Syrian Arab Republic and the Democratic Republic of the Congo). In 2022, the number of persons of concern will depend on the resolution of or increase in the number of conflicts.

21.3 Despite persistent and emerging challenges in providing protection, assistance and solutions for persons of concern to UNHCR, key advances were made towards more predictable and equitable burden- and responsibility-sharing within the framework of the global compact on refugees. The Global Refugee Forum generated commitments and pledges that have the potential to significantly improve the lives of refugees and their host communities. A number of critical arrangements and tools were established to operationalize burden- and responsibility-sharing, and opportunities were created to broaden the engagement in refugee responses of a wide range of stakeholders, including development and private sector actors. In 2020, UNHCR and its partners mounted large-scale preparedness and response efforts for persons of concern and host communities as COVID-19 spread. The pandemic exacerbated existing humanitarian crises and millions of refugees, internally displaced persons and others lost their livelihoods owing to movement restrictions and lockdowns. The Office continued with its organizational reform, increasing its ability to operate in a flexible manner in complex operating environments.

## Programme of work

### Objective

21.4 The objective, to which the programme contributes, is to ensure international protection to refugees and other persons of concern to UNHCR and to achieve durable solutions to their problems in cooperation with States and other organizations without discrimination and taking age and gender into consideration.

### Strategy

21.5 To contribute to the objective, the Office will encourage States to adhere to relevant international instruments, including the refugee and statelessness conventions, and regional instruments. Complementary forms of protection will be promoted, including on the basis of human rights law. UNHCR will work with States and other partners to ensure that the attainment of durable solutions to displacement influences broader development agendas and is central to peacebuilding efforts. The Office will advocate and support measures that foster inclusion, including with respect to educational opportunities, and access to formal economies and the labour market, which will improve the well-being of persons of concern, enhance protection and bring about solutions. It will continue to support the implementation of the global compact on refugees in close cooperation with States and other relevant stakeholders, and will advocate greater financial support for refugee host countries and communities and other persons of concern. In this regard, UNHCR will follow up on the pledges made at the Global Refugee Forum and redouble its efforts to expand international cooperation and responsibility-sharing.

21.6 UNHCR will promote adequate and proper reception conditions for asylum seekers, alternatives to detention and the fair treatment of protection claims. Ensuring adequate reception arrangements remains a challenge for States receiving large numbers of new arrivals. UNHCR will continue to work with national and local authorities and civil society to strengthen and expand reception facilities, develop transition accommodation and ensure effective assistance, targeting women and children and the most vulnerable. The promotion and dissemination of refugee law and protection principles, through the training of government officials and staff of non-governmental agencies, will be another means of achieving the stated objective.

21.7 The Office will provide protection and assistance to internally displaced persons, with its engagement based on the relevant General Assembly resolutions, including resolution [74/160](#), in close collaboration with partners in the United Nations system under the Inter-Agency Standing Committee and non-governmental organizations (NGOs). The Office will continue to advocate the prevention and reduction of statelessness, as well as the protection of stateless persons. This includes promoting accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons.

21.8 Furthermore, the Office, will seek to contribute to the objectives of the 2030 Agenda for Sustainable Development. Notably, in support of Sustainable Development Goal 4 on education, UNHCR will promote equitable access to education and inclusion in national educational systems. It will support persons of concern through a wide variety of partnerships and explore innovative ways to bring learning to even the most isolated communities. The UNHCR publication *Refugee Education 2030: A Strategy for Refugee Inclusion* will guide the Office's engagement in this area.

21.9 The Office will continue to collaborate with governments and partners to promote the inclusion of refugees, internally displaced persons and others of concern in national emergency preparedness and response plans. It will respond to emergency situations, in line with its strategy on accountability to affected populations, and will strengthen communication and feedback mechanisms for persons of concern and host communities. In 2022, UNHCR will leverage its new results-based framework and results-based management tool deployed in 2021, so as to better plan through evidence-based decision-making. The tool will also enable the Office to better report on the impact of its programmes for persons of concern.

21.10 For 2022, the planned deliverables and activities reflect strengthened approaches that incorporate lessons from the COVID-19 pandemic. Such planned deliverables and activities include health, water, sanitation and hygiene, protection and livelihood activities, which will continue to be mainstreamed and strengthened to ensure sufficient capacity to deal with any new virus variants. As part of its efforts to build back better, UNHCR recognizes that it will remain critical to sustain advocacy for the inclusion of persons of concern in national vaccination roll-out and socioeconomic recovery plans. COVID-19 presents an opportunity to strengthen the inclusion of persons of concern in national systems. UNHCR has ensured and continues to ensure the mainstreaming of protection and pandemic response activities, and will continue to monitor the evolution of the pandemic and assess the needs of persons of concern.

21.11 The above-mentioned work is expected to result in:

- (a) Key advances towards more predictable and equitable burden- and responsibility-sharing within the framework of the global compact on refugees;
- (b) Strengthened national asylum systems;
- (c) Some 90,000 individuals acquiring nationality or having it confirmed;
- (d) Some 22 million individual records being registered in the UNHCR Population Registration and Identity Management EcoSystem (PRIMES).

## **External factors for 2022**

21.12 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Security conditions in most countries will allow UNHCR to carry out its programmes, although vigilance will need to be maintained owing to the presence of armed groups and violence against humanitarian workers. Humanitarian access will be granted in most countries, enabling the Office to respond to urgent protection and assistance needs;
- (b) Continued ownership by the international community and the willingness of States and relevant stakeholders to contribute to and support the implementation of the global compact on refugees;
- (c) The narrowing of asylum space in some countries, with increasingly restrictive admission and asylum policies towards refugees and asylum seekers, will continue to require enhanced protection responses;
- (d) Significant funding gaps will continue to hamper the operational scope of and assistance provided by UNHCR, particularly if there is no increase in resources commensurate with the increased needs of persons of concern.

21.13 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 have a further impact on the planned deliverables and activities, the plans 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.

2.14 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work closely with a wide range of actors. This includes governments, regional organizations, international humanitarian and development organizations, financial institutions NGOs, private sector partners, academia and refugees themselves. The Office reached its Grand Bargain commitment of providing 25 per cent of its programme expenditures through local and national responders in 2019. Preliminary data for 2020 show disbursement of approximately \$802 million, or 28 per cent of programme expenditures, through local and national responders. The Office remains committed to complying with this level of performance going forward through its proposed programme budget for 2022. The Office will remain committed to the principle of participation, believing that refugees and other persons of concern who benefit from the programme's activities should be consulted over decisions that affect their lives.

21.15 With regard to coordination and cooperation within the United Nations system, UNHCR will continue its engagement in various forums, including the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. The engagement of a broad range of actors, including those beyond the traditional humanitarian sphere, is critical to mobilizing effective responses and pursuing solutions to forced displacement and statelessness. This means strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches. The Office will pursue measures to continue to promote an integrated approach to addressing people's vulnerability before, during and after crises through long-term and targeted planning for refugees and host communities.

21.16 The Office integrates a gender perspective in its operational activities, deliverables and results through its age-, disability- and gender-sensitive policy and established mandatory core actions to help strengthen these commitments. The Office has further promoted the empowerment of and will continue to support all persons of concern, including women and girls who are victims of violence, with access to health care, psychosocial support, safe shelter and legal aid. Community engagement will be strengthened and awareness-raising initiatives prioritized to prevent violence. The Office will continue to promote gender equality and will strengthen mechanisms to ensure accountability to affected persons.

21.17 UNHCR has developed a 2020–2024 action plan to meet the United Nations Disability Inclusion Strategy requirements. To that end, the Office will seek to identify persons of concern with disabilities during registration exercises and in its direct engagement with persons of concern in order to better target their needs. The International Disability Alliance will support the Office in advancing its strategy on disability inclusion with the direct participation of persons with disabilities and their representative organizations. The Office will pursue capacity-building on disability inclusion in displacement and statelessness situations; advocate disability inclusion in key humanitarian forums, including the Global Refugee Forum; and ensure policy implementation and monitoring.

## Evaluation activities

21.18 The following evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Strategic/centralized evaluations of UNHCR performance:
  - (i) UNHCR country portfolio evaluation: Iraq (August 2020);
  - (ii) Evaluation of UNHCR's Country Operation, Afghanistan (August 2020);
  - (iii) UNHCR country portfolio evaluation: Afghanistan, Angola, Iraq, Morocco, synthesis report (September 2020);
  - (iv) UNHCR's engagement in humanitarian-development cooperation: emerging findings from a longitudinal evaluation, phase 2, November 2019–May 2020 (December 2020);
  - (v) UNHCR's emergency response to the Venezuela (Bolivarian Republic of) situation (December 2020);
  - (vi) Evaluation of UNHCR's approach to learning and development for workforce and partners (December 2020).
  - (vii) UNHCR's L3 response to Cyclone Idai in Mozambique, Zimbabwe and Malawi (postponed to first quarter 2021);
- (b) Joint evaluations on United Nations/system-wide performance:
  - (i) UNICEF/IOM/UNHCR evaluation synthesis report: children on the move;
  - (ii) Inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls (October 2020);
- (c) Decentralized evaluations/reviews of UNHCR performance:
  - (i) Independent review of individual donor assessments in humanitarian operations (November 2020);
  - (ii) Independent review of the UNHCR's Global Strategy: Beyond Detention 2014–2019;
  - (iii) UNHCR decentralized livelihood evaluations, synthesis report (2019);
  - (iv) Evaluation of the UNHCR-Government of Colombia four-year plan, 2015–2019 (June 2020);
  - (v) Baseline evaluation of the IKEA Foundation livelihoods and energy projects among Somali refugees and host communities in Melkadida, Ethiopia (June 2020), and evaluation of UNHCR's Innovation Fund (November 2020);
  - (vi) Evaluation of the effects of UNHCR cash-based interventions on protection outcomes in Rwanda (June 2020).

21.19 The findings of the evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the first results of the three-year evaluation of humanitarian-development cooperation (December 2020) have shown that since the initiation of the New York Declaration for Refugees and Migrants of 2016 and the launch of the global compact on refugees in 2018, UNHCR has made substantial and systematic progress in terms of both increasing its outreach to and

deepening its cooperation with other development actors. Highlights of the progress achieved include joint advocacy with the World Bank Group targeting host governments and deepened collaboration on data analysis. Furthermore, UNHCR has established global operational partnerships with other United Nations agencies that are being translated into cooperation in country operations. The evaluation found that concerted efforts by UNHCR to engage directly with bilateral development institutions were under way to secure the inclusion of displaced populations in development frameworks. The evaluation also highlighted further opportunities for UNHCR to engage with the United Nations sustainable development cooperation processes and to improve collaboration with the United Nations development system and development NGOs, particularly at the level of country operations. In applying the findings, the UNCHR proposed programme plan for 2022 includes explicit efforts to continue to leverage and mainstream collaboration with broader development mandates.

21.20 The evaluation of UNHCR's approach to learning and development (December 2020) found that the organization approaches skills and knowledge development through training courses. The evaluation identified the need for UNHCR to reframe and update its current learning model and transform learning approaches across the organization. The evaluation recommended that, in order to make learning more relevant and accessible to UNHCR's workforce and partners, some responsibilities and resources for learning should be devolved to the regional level. As part of the proposed programme plan for 2022, opportunities to develop and pilot region-specific learning will be encouraged and targeted.

21.21 The following evaluations of global UNHCR strategies and policies are planned for 2022:

- (a) Humanitarian-development cooperation (third year);
- (b) UNHCR-led initiatives to end statelessness;
- (c) Repatriation programmes and activities;
- (d) Asylum capacity development;
- (e) Implementation of the UNHCR age-, disability- and gender-sensitive policy;
- (f) Major humanitarian responses in the Democratic Republic of the Congo and the Sahel;
- (g) Country strategies in Egypt, the Sudan, Uganda, Zambia, Mexico and Myanmar and multi-country operations in the Baltic and Nordic countries;
- (h) Joint United Nations/system-wide evaluations of the response in Yemen, the protection of refugee rights in the context of COVID-19 and the UNHCR/UNICEF road map for refugee children.

21.22 The regional structure of UNHCR structure will bring evaluations closer to the point of delivery. The selection of programmes and activities to be evaluated within regions will be increasingly determined by the regional bureaux and aligned to regional priorities. It is anticipated that in 2022 a sizeable number of decentralized evaluations will be commissioned by the regional bureaux.



## Programme performance in 2020

21.23 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Cash assistance lessens protection risks and economic hardship for persons of concern

21.24 In 2020, UNHCR continued providing cash assistance, which has proved to be an efficient way to support immediate needs, address protection risks and mitigate the socioeconomic hardship of the most vulnerable. Cash assistance, which complements governments' efforts by contributing an additional safety net for vulnerable refugees and persons of concern, increased during 2020 to mitigate the impact of COVID-19, totalling approximately \$2.4 billion between 2016 and 2020. In 2020 more than 65 operations launched new cash initiatives and/or expanded existing cash assistance, reaching some 7.85 million vulnerable people. The Office also pursued the establishment of robust refugee registration and cash delivery systems. New modalities for cash deliveries were deployed, including increasing one-off transfers; advancing payments; aligning cash assistance with national social safety nets; switching from cash to in-kind assistance when markets were not functioning; and increasing the use of digital payments. New technology such as contactless biometric identification was tested and relevant risk mitigation action was deployed to prevent the risk of fraud in compliance with UNHCR administrative standard operating procedures.

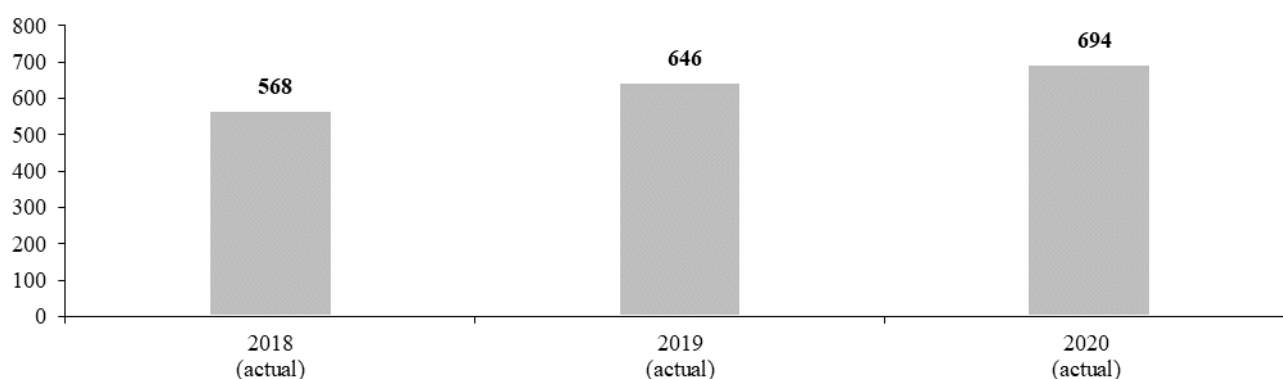
#### *Progress towards the attainment of the objective, and performance measure*

21.25 The above-mentioned work contributed to the objective, as demonstrated by the increase in cash assistance distributed to persons of concern from \$646 million to \$694 million (see figure 21.I).

Figure 21.I

#### Performance measure: total annual cash assistance distributed to persons of concern

(Millions of United States dollars)



Note: Figure for 2020 is provisional pending the finalization of the year-end accounts.

### Impact of COVID-19 on programme delivery

21.26 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of UNHCR. COVID-19 has affected everyone throughout the world, threatening people's health and livelihoods and compounding challenges for the most vulnerable. In addition to its health impacts, COVID-19 has produced a significant protection crisis and a pandemic of poverty. It has created a deepened sense

of despair among the world's forcibly displaced, straining their coping mechanisms, threatening their livelihoods and exacerbating challenges to their mental health. The pandemic has also contributed to a more constrained humanitarian space, with pandemic-related restrictions and border closures affecting access to asylum and territory.

21.27 At the same time, however, activities were modified in response to issues related to the COVID-19 pandemic. UNHCR is committed to being able to “stay and deliver” and introduced measures to ensure the health and well-being of its staff, including by adopting flexible measures to respond to changing operational contexts and adjusting its programmes to mitigate the impacts of the virus and ensure continuity of essential protection and assistance services. UNHCR seized opportunities provided by the regional bureaux, where decisions could be expedited and decentralized. The regional bureaux identified requirements related to COVID-19 quickly, allowing UNHCR headquarters to allocate resources swiftly. This resulted in quicker delivery of assistance and a high implementation rate (measured as expenditure over funds available). UNHCR also leveraged new technologies in its response to COVID-19, which allowed for an effective response despite 88 per cent of the workforce working remotely at the peak of the pandemic. By moving early and with procurement undertaken at scale, the Office benefited from bulk prices, with global stockpiles maintained and supplies prepositioned. By December 2020 UNHCR had procured goods and services worth \$186.1 million in response to the COVID-19 pandemic. Operationally, UNHCR worked in collaboration with governments, partners and persons of concern, scaling up and adapting its response modalities to mitigate the pandemic's impacts on persons of concern. The response focused on scaling life-saving support through health, water and sanitation services; increasing shelter capacity; strengthening lifesaving information-sharing and communication; providing vital protection services; ensuring that the rights and protection of forcibly displaced people were respected; and providing cash support to persons of concern affected by the economic downturn and loss of jobs, which proved to be a valuable and cost-effective way of providing immediate assistance to families in need. Across operations, UNHCR and partners also leveraged community-based approaches and reinforced and supported national efforts. By December 2020, 39.4 million persons of concern had received assistance related to COVID-19. Nearly 9.38 million persons of concern had accessed health services, with some 605,000 individuals receiving mental health and psychosocial support and over 1.18 million women and girls receiving comprehensive care. Over 15.34 million people accessed protection services and 7.85 million persons of concern benefited from cash assistance.

21.28 Reflecting the importance of continuous improvement and responding to the evolving needs, UNHCR will mainstream the lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of its build back better efforts include leveraging the regional bureaux and their strategic capacity to swiftly develop emergency plans that work because they are specifically tailored to regional needs, streamlining supply processes to enable the quick purchase and delivery of personal protective equipment and medical items, and streamlining the resource allocation process to ensure that additional resources required by operations are allocated as expeditiously as possible.

## **Planned results for 2022**

21.29 The planned results for 2022 include results 1 and 2, which are updates of results presented in the 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: implementation of the global compact on refugees<sup>1</sup>**

### **Programme performance in 2020**

21.30 The Office has continued its work related to supporting the implementation of the global compact on refugees in line with its mandate and in close cooperation with States and other relevant stakeholders. The compact is aimed at providing a basis for predictable and equitable burden- and responsibility-sharing among all Member States, together with other relevant stakeholders. The four objectives of the compact are: to ease the pressure on host countries; to enhance refugee self-reliance; to expand access to third-country solutions; and to support conditions in countries of origin for return of refugees in safety and dignity. Some 1,400 pledges were made towards the objectives of the compact at the first Global Refugee Forum, held in December 2019. One year on, the COVID-19 pandemic has highlighted the importance of the principles at the heart of the compact: a spirit of solidarity to work together, to share responsibilities and to ensure that people who have been forced to flee are included in national responses. In 2020, many entities that had made pledges at the Forum shifted areas of focus or updated pledge objectives to adapt to the emergency situation. UNHCR facilitated the pairing of financial commitments with policy pledges made by host countries at the national, regional and global levels and monitored their implementation. The year 2020 saw the operationalization of arrangements and tools to facilitate more predictable and equitable responsibility-sharing, while progress was also made towards greater inclusion of refugees in national systems and national development and preparedness plans. From Azerbaijan to Costa Rica, many Governments have included refugees in their national health systems to ensure that no one is left behind in the COVID-19 response. UNHCR played a catalytic role in supporting host Governments in their efforts to strengthen the complementarity of programmes and policy interventions by development actors, targeting areas that are hosting people who have been forcibly displaced.

21.31 The pledges and contributions announced at the Global Refugee Forum are key to transforming the aspirations contained in the global compact on refugees into positive changes in the lives of refugees and host communities. The compact will steer the work of UNHCR, States and partners in the decade ahead and beyond, providing a powerful tool for broadening the base of support for refugees and their host countries and communities, strengthening protection, advancing inclusion and pursuing solutions through the realization of the compact's four key objectives.

21.32 The above-mentioned work contributed to more than 250 financial pledges (annual and multi-year) amounting to approximately \$8 billion announced at the Global Refugee Forum by States, the private sector and development actors (including low-income refugee-hosting countries). More than half of the 1,400 pledges (financial and non-financial) made at the Forum have been initiated, based on progress updates received by pledging entities in 2020. UNHCR will continue to monitor progress in fulfilling those pledges. The result met the planned target of participation by States in the Forum to announce pledges and contributions of financial, material, technical or other categories reflected in the proposed programme budget for 2020.

21.33 Furthermore, the above-mentioned work also contributed to some 230 best practices directly linked to the agreed objectives contained in the global compact on refugees being shared on the digital platform for the compact, which met the planned target reflected in the programme budget for 2020.

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 25)).

### Proposed programme plan for 2022

21.34 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objectives of the global compact, including the timely implementation of pledges made at the Global Refugee Forum, UNHCR will continue to manage the digital platform for the global compact on refugees to disseminate good practices and information, including tracking of the implementation of pledges and contributions emanating from the Forum. Implementation, follow-up and review of the compact in 2022 will be informed by the indicator framework, with publication of an inaugural report and a meeting of high-level officials in December 2021, both of which will also inform further pledging guidance for the next Forum, to be held in 2023. The expected progress is presented in the performance measure below (see table 21.1).

Table 21.1

#### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Affirmation of the global compact on refugees	Participation by States in the Global Refugee Forum to announce pledges and contributions of financial, material, technical or other kinds of support, as well as to share best practices to meet the objectives of the global compact on refugees	1,400 pledges, including financial pledges amounting to \$8 billion, announced at the Global Refugee Forum. More than half of the 1,400 pledges made at the Forum have been initiated  230 best practices to meet the objectives were shared on the digital platform of the global compact on refugees	Member States will, through a digital platform provided by UNHCR, share good practices and information on the implementation of pledges	Member States will have access to a consolidated indicator framework for the global compact on refugees, to report on biennially, starting in 2021, which supports the strategic development of pledges to address gaps and challenges in achieving the objectives of the compact

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: emergency deployments in support of persons of concern<sup>2</sup>

#### Programme performance in 2020

21.35 In March 2020, the High Commissioner declared a global level-2 emergency in response to the COVID-19 pandemic. Like other emergencies, the response to COVID-19 in the context of forced displacement required a collective effort to support persons of concern and address the wide-ranging impacts. Yet the pandemic was unlike any other emergency UNHCR had seen in its 70-year history. It was a crisis on top of multiple layers of crises already faced by some 80 million forcibly displaced people around the world. Alongside the pandemic, UNHCR responded to new and growing displacement crises, including in the Sahel region, where nearly

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

3.7 million people were forced to flee both internally and across borders, and in northern Mozambique and Ethiopia's Tigray region, where hundreds of thousands were forced from their homes by violence. Other protracted situations, such as Afghanistan, Somalia and the Syrian Arab Republic, as well as the Rohingya in Asia, continued to require emergency support in 2020. Some \$36.2 million worth of core relief items were dispatched from global stockpiles to 44 countries in 2020. In total, emergency deployments accounted for 36,999 mission days in 2020. Technical experts in shelter, water, sanitation and hygiene, public health, protection cluster/sector coordination, information management and education, among other areas, provided a much needed surge of operational capacity required in the emergency. New emergency deployments rose after the first wave of COVID-19 ended in many countries in September 2020 and in response to new emergencies. COVID-19 prompted a rethinking of modalities for emergency deployment. UNHCR used in-country deployable experts from standby partners, with experts in public health, epidemiology and water, sanitation and hygiene providing remote online support to emergency operations.

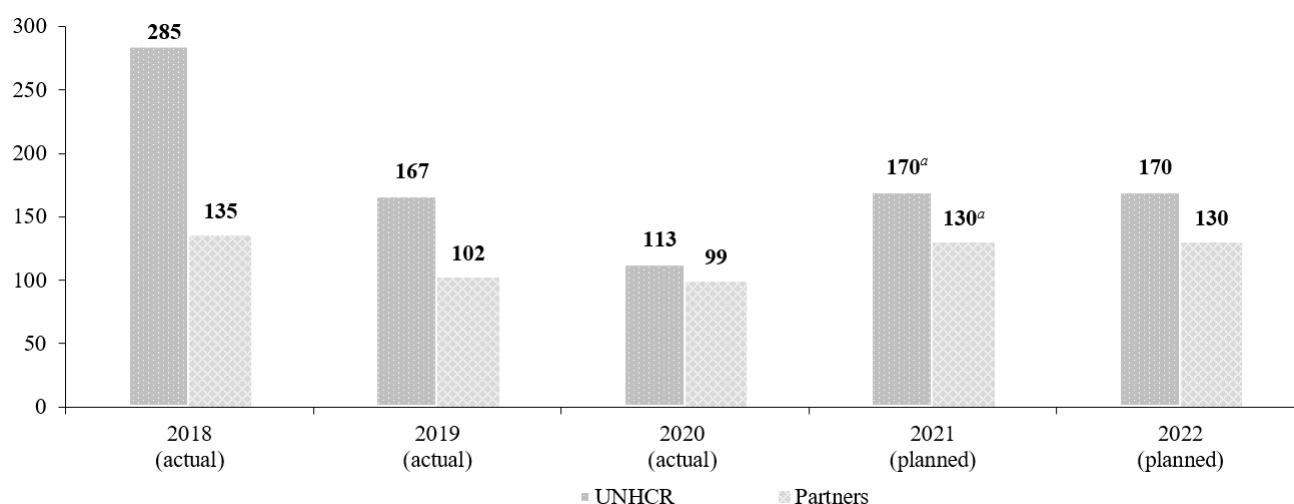
21.36 The above-mentioned work contributed to a total of 212 emergency support staff deployments in 2020, 113 (53 per cent) through various UNHCR internal rosters and 99 (47 per cent) through emergency standby partners, which did not meet the target of 300 personnel planned to be deployed reflected in the proposed programme budget for 2021. COVID-19 travel restrictions and border closures severely restricted typical deployment and in-person programme delivery modalities.

### Proposed programme plan for 2022

21.37 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, UNHCR will continue to maintain an active roster of emergency support staff available for deployment and will proactively adjust to the changing operational context at all levels. The Office will continue to apply new modalities for emergency deployments as appropriate. The expected progress is presented in the performance measure below (see figure 21.II).

Figure 21.II

**Performance measure: annual number of personnel deployed to respond to emergencies**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 3: strengthening protection of and enabling durable solutions for refugees and asylum seekers through individual registration****Proposed programme plan for 2022**

21.38 Individual registration and strengthening the quality of registration data enables refugees and asylum seekers to access their rights by ensuring the integrity of refugee protection systems and preventing and combating fraud and crime, including trafficking in persons. The Office shares resources and expertise to strengthen national capacity for individual registration and documentation, including support for digitalization, biometrics and other relevant technology. In line with its policy on the protection of personal data of persons of concern and its age-, disability- and gender-sensitive policy, UNHCR also shares disaggregated registration data. The Office continued individual registration of refugees and asylum seekers, ensuring that they receive documentation and have improved access to protection and other available services. UNHCR will continue to strengthen its identity management capability and expand the coverage of PRIMES, which provides a suite of interoperable registration, identity management and case management tools and applications.

*Lessons learned and planned change*

21.39 The lesson for the Office was reduced opportunities for rolling out PRIMES to new locations and for training staff due to restrictions on travel and border closures. Upon the outbreak of the COVID-19 pandemic in 2020, the deployment of PRIMES to field missions was put on hold. Delivery of training on emergency registration was also affected by restrictions on movement, thus placing reliance on the roster of previous trainees to fill gaps in emergencies. Training modules were adapted for online delivery and the existing infrastructure for data migration was effectively executed through cloud technology and repurposed to support remote modalities. Innovative remote deployment modalities resulted in the roll-out of PRIMES tools to 27 new operations, leading to 100 operations now using PRIMES. The number of individuals with records in PRIMES rose from 10.2 million to 15 million in 2020, and was accessible by 7,200 users. In applying the lesson, UNHCR will place greater focus on new and emerging registration methods, including technologies that facilitate self-service by refugees, remote training and simulations, and contactless data collection. UNHCR will strengthen its identity management capability and will expand the coverage of PRIMES. For instance, some approaches have enabled high productivity during the pandemic. These include manual remodelling of biometric devices to enable contactless biometric capture and identification, conducting registration interviews via video calls using smartphones, and the installation of Plexiglass dividers in registration facilities.

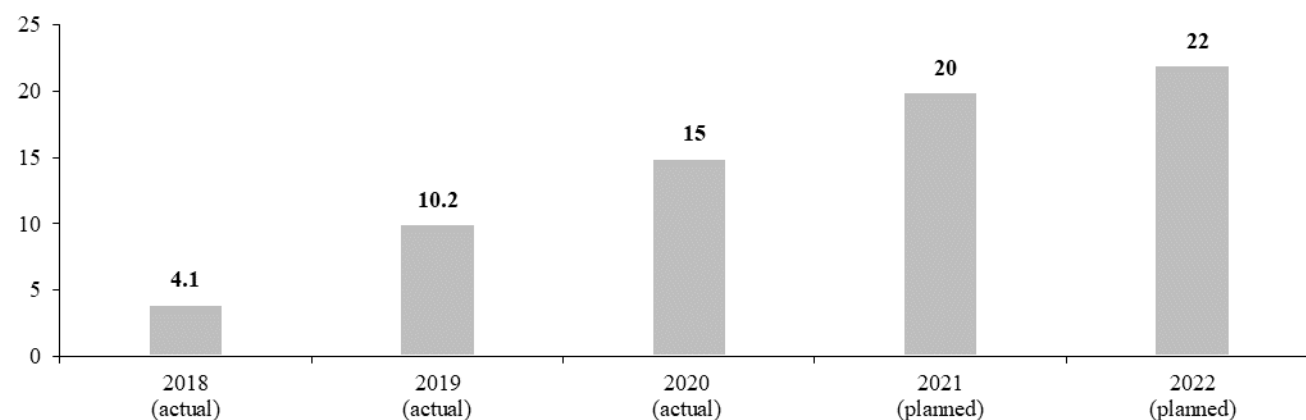
*Expected progress towards the attainment of the objective, and performance measure*

21.40 This work is expected to contribute to the objective, as demonstrated by the continued increase in the number of refugees and asylum seekers registered on an individual basis (see figure 21.III).

Figure 21.III

**Performance measure: total number of individual registration of refugees and asylum seekers (cumulative)**

(Millions of persons)

**Legislative mandates**

21.41 The list below provides all mandates entrusted to the Office.

*General Assembly resolutions*

319 A (IV)	Refugees and stateless persons	58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees		
538 B (VI)	Assistance and protection of refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	74/160	Protection of and assistance to internally displaced persons
50/152; 73/151; <sup>3</sup> 75/163	Office of the United Nations High Commissioner for Refugees	75/164	Assistance to refugees, returnees and displaced persons in Africa

*Conventions and conference declarations*

Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967	Cartagena Declaration on Refugees, 1984
Convention relating to the Status of Stateless Persons, 1954	Convention on the Rights of the Child, 1989
Convention on the Reduction of Statelessness, 1961	San José Declaration on Refugees and Displaced Persons, 1994
Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969	African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009

**Deliverables**

21.42 Table 21.2 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.

<sup>3</sup> In which the Assembly affirmed the global compact on refugees (A/73/12 (Part II)).

Table 21.2

**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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>16</b>	<b>16</b>	<b>18</b>	<b>18</b>
1. Report of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	7	7	9	9
6. Reports of the Standing Committee to the Executive Committee	4	4	4	4
7. Report to the General Assembly on the biennial programme budget of the Office of the United Nations High Commissioner for Refugees	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>19</b>	<b>30</b>	<b>32</b>	<b>28</b>
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	2	2	2
9. Meetings of the Fifth Committee	1	1	1	1
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the Executive Committee and Standing Committee	15	25	23	23
12. Meetings of the Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees	1	1	1	1
13. Global Refugee Forum and preparations	0	0	4	0
<b>Documentation services for meetings</b> (thousands of words)	<b>228</b>	<b>228</b>	<b>200</b>	<b>200</b>
14. Editing in English and translation into French of Executive Committee and Standing Committee documents	228	228	200	200
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
15. Annual field projects in cooperation with implementing partners on (a) promoting security from violence and exploitation; (b) supporting basic needs and essential services; (c) supporting community participation and self-management; (d) promoting a favourable protection environment; (e) promoting durable solutions; and (f) promoting fair protection processes	6	6	6	6
<b>Seminars, workshops and training events</b> (number of days)	<b>66</b>	<b>66</b>	<b>60</b>	<b>60</b>
16. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	45	45	45
17. Seminars on programme areas for UNHCR implementing partners and government officials, including on the global compact on refugees.	21	21	15	15
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
18. Statistical Yearbook	1	1	1	1
19. Research papers on a range of protection-related themes	5	5	5	5



<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>Technical materials</b> (number of materials)	<b>26</b>	<b>23</b>	<b>20</b>	<b>20</b>
20. Documents and conference room papers for the Executive Committee and the Standing Committee	26	23	20	20

### C. Substantive deliverables

**Consultation, advice and advocacy:** assistance to Member States in all regions on the establishment of national legal and administrative frameworks in line with protection standards.

**Fact-finding, monitoring and investigation missions:** fact-finding missions on programme areas of concern and on the search for durable solutions; missions undertaken by senior management on protection issues relating to refugees and other persons of concern.

**Humanitarian assistance missions:** missions undertaken by the senior executive team on issues relating to basic services and assistance provided to refugees and other persons of concern to some 50 countries.

**Direct service delivery:** biometric registration provided; cash assistance delivered to people of concern across operations; at least 4 million persons of concern targeted with shelter assistance; approximately 2 million children enrolled in primary education; access to a sustainable source of electricity provided to about 3 million people of concern; about 90,000 people acquired nationality or had it confirmed; at least 85 per cent of UNHCR operations have functioning complaint and feedback mechanisms in place.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** special annual events: (a) international consultations with NGOs; (b) High Commissioner's dialogue on protection challenges with States, academics, NGOs and other stakeholders; (c) World Refugee Day, focusing on raising public awareness of refugee issues and increasing support for refugees; (d) Nansen Refugee Award, which is a yearly event intended to acknowledge people, groups and organizations for their outstanding work on behalf of forcibly displaced people.

**External and media relations:** media briefings and press conferences reaching a global and geographically diverse audience on the work of UNHCR and situations relating to refugees and others of concern; regular media engagements on protection and operation-related themes and issues.

**Digital platforms and multimedia content:** publication of multimedia content (text, photos and videos) at [www.unhcr.org](http://www.unhcr.org) on the work of UNHCR and issues relating to refugees and others of concern; UNHCR global social media accounts disseminate multimedia content to more than 10 million followers with vast geographic diversity; at least 80 goodwill ambassadors and other high profile supporters, spanning all regions and including advocates who are themselves former refugees, raise awareness and amplify voices of refugees and others of concern; weekly updates and maintenance of [www.refworld.org](http://www.refworld.org).

## **Programme 22**

### **Palestine refugees**

#### **Overall orientation**

##### **Mandates and background**

22.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is responsible for providing assistance and protection to Palestine refugees. The mandate derives from the priorities established in relevant General Assembly resolutions, including resolution [302 \(IV\)](#). Since starting operations in 1950, the Agency has adapted its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region. It stands ready to continue to do so in 2022 in accordance with the triennial mandate that it received from the General Assembly through resolution [74/83](#).

##### **Strategy and external factors for 2022**

22.2 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live. In line with that mission, as part of its medium-term strategy for the period 2016–2021, UNRWA works towards five strategic outcomes: (a) Palestine refugee rights under international law are protected and promoted; (b) Palestine refugee health is protected and the disease burden is reduced; (c) school-age children complete quality, equitable and inclusive basic education; (d) Palestine refugee capabilities are strengthened for increased livelihood opportunities; and (e) Palestine refugees are able to meet their basic human needs of food, shelter and environmental health. Progress towards these outcomes will continue to drive the Agency's operations during 2022.

22.3 Under the above-mentioned five strategic outcomes, UNRWA aims to achieve its goals by maintaining and improving the provision of education and health services, relief and social services, microfinance assistance, infrastructure and camp improvement within refugee camps and protection, for the benefit of 5.7 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank, including East Jerusalem. In that regard, innovation will continue to play a pivotal role across UNRWA programming, including in education, where efforts to strengthen digital content and the supportive technical infrastructure will be leveraged in support of new ways of learning; improving what is delivered (through digital resources) and how it is delivered (via content delivery). Enabling students to be reached more efficiently and effectively through a variety of materials that can be self-directed, cooperative, interactive, problem-oriented and flexible in order to prepare them for a digital world, the Agency will also ensure that the challenges to digital education, including Internet access and the availability of technology to participate in digital learning, will be addressed.

22.4 For 2022, the Agency's planned deliverables and activities reflect the known and anticipated challenges related to coronavirus disease (COVID-19). Such planned deliverables and activities include: (a) the provision of education to over 500,000 students through mixed learning methods; (b) the continued use of telemedicine and home delivery of medicines to non-communicable disease patients; (c) food and cash distributions for the most vulnerable; and (d) the expanded provision of mental health and psychosocial support to Palestine refugees through the Agency's protection,

health, education and relief and social services programming. Specific examples of such planned deliverables and activities are provided under each subprogramme.

22.5 With regard to cooperation with other entities at the global, regional, national and local levels, UNRWA maintains a wide range of partnerships with host and donor Governments, international financial institutions, UNRWA national committees and the private sector that assist the Agency to deliver its mandate. Additional partnerships with international and national non-governmental organizations and community-based organizations maximize the Agency's technical capacity to deliver more effective and efficient results in key service delivery areas, including protection, health and poverty alleviation for the most vulnerable.

22.6 With regard to inter-agency coordination and liaison, UNRWA will continue to both maintain and expand core partnerships that reflect its commitment to supporting the implementation by Member States of Sustainable Development Goal 17. Many of those partnerships date to the Agency's founding in 1949, such as those with host Governments, the United Nations Educational, Scientific and Cultural Organization and the World Health Organization (WHO). Inter-agency partners helped to establish norms for Agency education and health programmes, and both organizations continue to furnish strategic assistance. UNRWA continues to interact regularly with United Nations country teams and their member organizations to improve synergies, in particular in the area of service delivery, in keeping with the respective organizational mandates.

22.7 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Instability and, in some cases, unrest and conflict characterize the macroenvironment throughout 2022;
- (b) The macroenvironment is characterized by a continuation of the current cycle of complex emergencies;
- (c) Demand for Agency emergency assistance increases, combined with a rising demand for core services;
- (d) Hostility towards and prejudice against Palestine refugees within host communities do not increase;
- (e) The blockade of Gaza does not tighten;
- (f) UNRWA can raise sufficient funds;
- (g) Security-related movement restrictions in the occupied Palestinian territory do not increase;
- (h) Enrolled populations do not increase beyond projections based on historical trends;
- (i) Commodity and rental prices do not rise beyond projected levels;
- (j) The infrastructure, installations and housing in the Agency's fields of operation do not sustain damage as a result of natural or human-made humanitarian crises.

22.8 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 mandate. Any such adjustments would be reported as part of the programme performance information.

22.9 UNRWA integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, under subprogramme 1, recommendations from biennial protection audits serve to identify practical measures to increase the involvement of women and girls in Agency programming, while under subprogramme 2, women and men, girls and boys have equal access to primary health care. In addition, under subprogramme 3, all Palestine refugee children and youth enjoy, on a non-discriminatory basis, an equal opportunity to learn in Agency schools and are supported in developing their full potential, while under subprogramme 4, women are prioritized as recipients of microfinance loans. Under subprogramme 5, prioritization for shelter rehabilitation is accorded to vulnerable groups, including female-headed households. UNRWA will also continue to mainstream protection and gender into its operations, including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups.

22.10 In line with the United Nations Disability Inclusion Strategy, the Agency will further advance disability inclusion through: (a) the reconstruction and rehabilitation of UNRWA installations to make them accessible to persons with disabilities; (b) continued support for students with a disability to support their inclusion in the education system, including through the use of accessible technology, in line with the UNRWA inclusive education approach; and (c) training of front-line staff to ensure the provision of services to persons with disabilities.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

22.11 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Agency. The impact included the temporary closure to the public of 704 schools, 23 microfinance branch offices and 60 registration offices Agency-wide as well as 25 UNRWA health centres in Jordan and 10 food distribution centres in Gaza. Specific examples of such impact under each of the five subprogrammes are provided below. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under each subprogramme.

22.12 At the same time, however, some planned deliverables and activities were modified during 2020, within the overall scope of the objectives of the subprogrammes, on issues related to the COVID-19 pandemic. Those modifications included the institution of staggered health centre appointments, introduction of telemedicine, home delivery of essential medicines and the use of self-learning materials and interactive computer-based learning to minimize the spread of disease. In addition, food and cash distributions were scaled up in support of the most vulnerable. Specific examples of the modified activities are provided under each of the five subprogrammes listed below. The modified deliverables and activities contributed to results in 2020, as described in the programme performance under each subprogramme.

22.13 Reflecting the importance of continuous improvement and responding to the evolving needs of Palestine refugees, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its subprogrammes owing to the COVID-19 pandemic. Specific examples of lessons learned include how UNRWA categorized the services to be maintained, adapted, and scaled up in order to best address the COVID-19 emergency.

## Legislative mandates

22.14 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

302 (IV), 74/83, 75/93	Assistance to Palestine refugees	74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
3331 B (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East	74/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
65/272	Report of the Secretary-General on the strengthening of the management capacity of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	75/94	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

## Deliverables

22.15 Table 22.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 22.1

### **Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	2	2	2
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fourth Committee	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	1	1	1	1

## Evaluation activities

22.16 The following self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Subprogrammes 1, 2, 3, 4 and 5: a self-evaluation of the UNRWA medium-term strategy 2016–2021 monitoring and reporting activities;
- (b) Subprogrammes 1, 2, 3, 4 and 5: a self-evaluation on the UNRWA activities for Palestine refugees from the Syrian Arab Republic in Lebanon and Jordan.

22.17 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the recommendations stemming from the self-evaluation of the UNRWA medium-term strategy 2016–2021 monitoring and reporting activities resulted in sex-disaggregated

reporting for another 27 performance indicators, which has led to an increased management focus to incorporate the needs of women into activities under subprogrammes 2, 4 and 5.

22.18 The following evaluations are planned for 2022:

- (a) Evaluation of the reform of the education programme;
- (b) Evaluation of the UNRWA emergency appeal mechanism.

## **Programme of work**

### **Subprogramme 1**

#### **Palestine refugee rights under international law are protected and promoted**

##### **Objective**

22.19 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee rights under international law are protected.

##### **Strategy**

22.20 To contribute to the objective, the subprogramme will strengthen the protection of vulnerable and at-risk groups by: (a) developing the capacity of front-line UNRWA personnel; (b) coordinating safe and meaningful access to life-saving services; (c) leading in the engagement of community members in self-protection; and (d) providing access to medical, legal and/or psychosocial counselling and services for survivors of protection violations either directly or through referral to external partners. The subprogramme also plans to document protection concerns affecting Palestine refugees, including non-admission, refoulement and legal status and will engage host Governments, specialized organizations and other United Nations entities on those issues to secure remedial action, which will help to make progress towards Sustainable Development Goal 16. In addition, the subprogramme will implement protection principles across the spectrum of the Agency's service delivery, which will help to make progress towards Goals 5 and 10.

22.21 The subprogramme plans to provide support on issues related to COVID-19 by building new partnerships to engage Palestine refugee communities in integrated recovery mechanisms. These partnerships will be based on realistic recovery actions and specific protection issues that need to be addressed. The subprogramme will also provide Palestine refugees with access to face-to-face, phone and online consultations with social workers for those that seek support in relation to a range of protection concerns, including violence, substance abuse and the loss of livelihoods under situations of lockdown.

22.22 The above-mentioned work is expected to result in:

- (a) An increase in the identification of survivors of gender-based violence, abuse and neglect and in safe and unhindered access for such survivors to remedial services;
- (b) Equal and dignified access to services for all Palestine refugees, including persons with disabilities, the elderly, undocumented married women and girls, and female- and child-headed households.

22.23 The planned support on issues related to COVID-19 is expected to result in:

(a) The building of self-protection mechanisms within Palestine refugee communities, particularly for the most vulnerable and at-risk groups and individuals, to effectively respond to protection concerns specific to, or accentuated by, COVID-19;

(b) An increase in psychosocial resilience within Palestine refugee communities during periods of prolonged lockdowns and movement restrictions due to COVID-19.

## Programme performance in 2020

22.24 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Protecting the rights of Palestine refugees

22.25 The Agency's protection activities respond to the protection needs of Palestine refugees. Those needs have been exacerbated by the onset of COVID-19 and associated movement and economic restrictions across all fields of UNRWA operation.

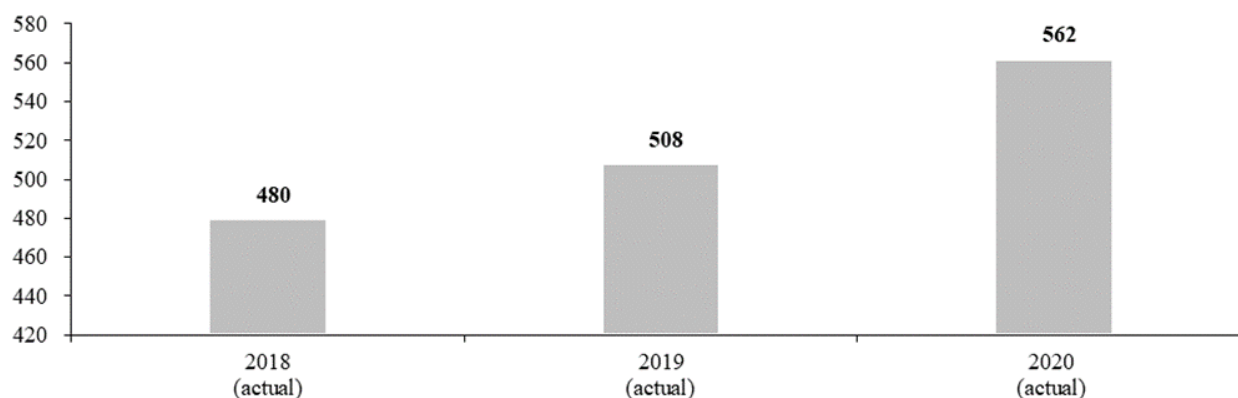
22.26 The subprogramme advocated and extended support to Palestine refugees who faced violations or risks to the enjoyment of rights during the reporting period. This support took the form of vulnerability-focused programming, including psychosocial and legal assistance and the promotion of self-protection and community mobilization to support resilience. Furthermore, through the issuance of formal letters, bilateral meetings and briefings, the subprogramme engaged with host authorities, United Nations entities, civil society and the international community to promote compliance with international law and secure remedial action for Palestine refugees whose rights had been violated. In the Syrian Arab Republic, UNRWA advocacy efforts contributed to the Agency being granted access to Yarmouk camp to provide primary health care, distribute food and non-food items and disseminate awareness-raising materials on explosive remnants of war.

### *Progress towards the attainment of the objective, and performance measure*

22.27 The above-mentioned work contributed to the objective, as demonstrated by an increasing number of protection advocacy interventions targeting duty-bearers (see figure 22.I).

Figure 22.I

**Performance measure: number of protection advocacy interventions, including formal letters received by duty-bearers**



**Impact of COVID-19 on subprogramme delivery**

22.28 Owing to the impact of COVID-19 during 2020, the subprogramme postponed all staff training on protection issues from March to July 2020. The subprogramme was also impacted by movement restrictions in UNRWA fields of operation due to COVID-19, which hindered the identification and documentation of protection issues.

22.29 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the expansion of hotline services to vulnerable groups, particularly survivors of gender-based violence. The subprogramme also expanded psychosocial support services for Palestine refugees through individual and group counselling sessions conducted through hotlines and over social media.

**Planned results for 2022**

22.30 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: realizing the vision of equality for all<sup>1</sup>****Programme performance in 2020**

22.31 The subprogramme has continued to mainstream protection through UNRWA health, education, relief and social services, microfinance and infrastructure and camp improvement programming. In addition, the subprogramme developed staff protection capacity, prioritizing those in front-line service-delivery positions through training courses on protection principles and their practical application, including: (a) combating gender-based violence for front-line personnel in Lebanon; (b) addressing violence against children for teachers and school counsellors in Jordan; and (c) disability inclusion for personnel in all fields of Agency operation. In-person training courses were postponed from March to September owing to the COVID-19 pandemic, although e-learning courses resumed in July.

22.32 The above-mentioned work contributed to the training of 4,620 Agency personnel in protection, which exceeded the planned target of 3,000 staff trained reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

22.33 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 mainstream protection through additional training for front-line personnel, focusing on the self-identification of protection concerns, combating gender-based violence, promoting disability inclusion and addressing violence against children. However, owing to anticipated funding shortfalls, the number of UNRWA staff to be trained in 2021 and 2022 in protection is expected to decrease. The expected progress is presented in the performance measure below (see figure 22.II).

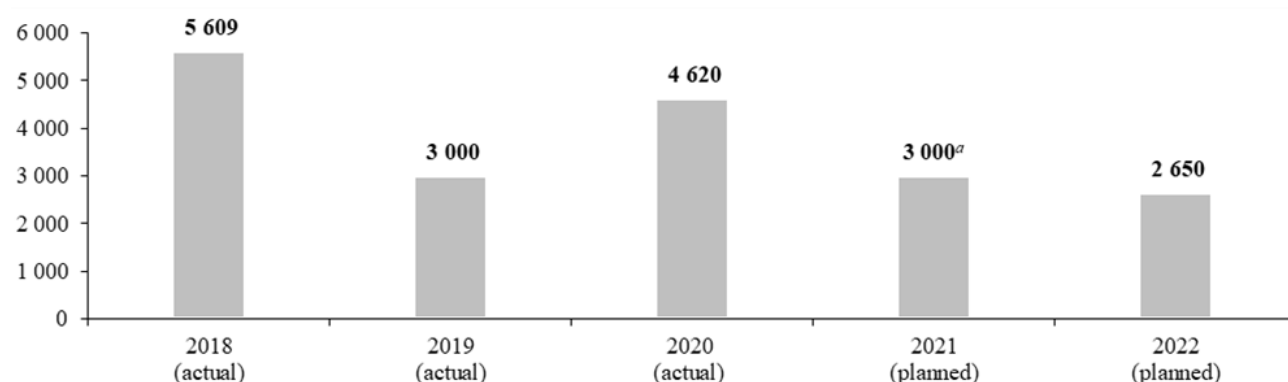
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<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).



Figure 22.II

**Performance measure: number of additional United Nations Relief and Works Agency for Palestine Refugees in the Near East staff trained in protection**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: mainstreaming protection principles into the delivery of United Nations Relief and Works Agency for Palestine Refugees in the Near East services<sup>2</sup>**

### **Programme performance in 2020**

22.34 The subprogramme has continued to ensure that UNRWA services are delivered in accordance with internationally agreed standards and the Agency's own fundamental protection principles, established in 2010. The subprogramme achieved this through the design and implementation of training courses for UNRWA personnel that focused on key protection issues faced by Palestine refugees, including violence against children in Agency schools, inequalities rooted in social norms and obstacles to access to basic services for persons with disabilities.

22.35 The above-mentioned work contributed to the training of 4,620 Agency personnel on combating gender-based violence, addressing violence against children and promoting disability inclusion (see table 22.2).

### **Proposed programme plan for 2022**

22.36 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 mainstream protection through additional training for front-line personnel, focusing on the self-identification of protection concerns, combating gender-based violence, promoting disability inclusion and addressing violence against children. The expected progress is presented in the performance measure below (table 22.2).

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 22.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
5,609 UNRWA staff trained on combating gender-based violence, mainstreaming core protection standards, promoting disability inclusion and addressing violence against children	6,544 UNRWA staff trained on combating gender-based violence, mainstreaming core protection standards, international protection standards and addressing violence against children	4,620 UNRWA staff trained on combating gender-based violence, promoting disability inclusion and addressing violence against children	3,000 UNRWA staff to be trained on combating gender-based violence, promoting disability inclusion and mainstreaming core protection standards	2,650 UNRWA staff to be trained on combating gender-based violence, disability inclusion and mainstreaming core protection standards

**Result 3: strengthened protection for Palestine refugees through compliance monitoring and continuous improvement**

**Proposed programme plan for 2022**

22.37 The subprogramme is mindful that, while UNRWA strives to ensure that protection is addressed through and within its services, protection concerns may arise directly from its operations. Challenges include conflict, protection risks based on inequalities driven by social norms, the potential for violence against children in UNRWA schools and obstacles to access to basic services for persons with disabilities. To assess whether protection is mainstreamed throughout Agency service provision and gauge UNRWA compliance with protection principles, the subprogramme conducts internal audits of protection safeguards on a biennial basis. These internal audits are implemented by protection officers in the Agency's headquarters and field offices and result in an agreed set of recommendations that can encompass policy enhancements, operational improvements and changes in organizational culture.

*Lessons learned and planned change*

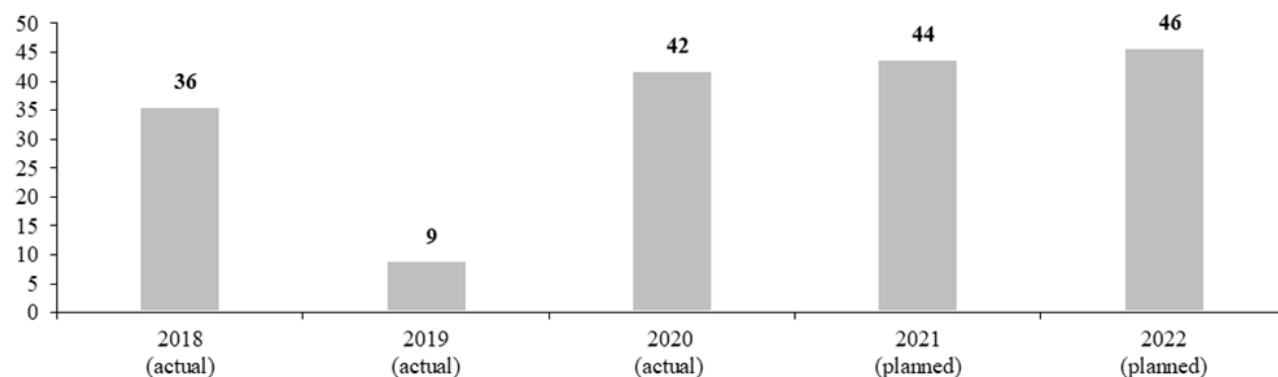
22.38 The lesson for the subprogramme was that standardized and frequent reporting structures and processes at the level of UNRWA field offices enhance the implementation rate of protection audit recommendations. In applying the lesson, the subprogramme will designate one focal point in each field office who will be responsible for regular follow-up with stakeholders charged with recommendation implementation. In addition, the subprogramme will increase the frequency of internal reporting to facilitate timely remedial action should implementation challenges be encountered.

*Expected progress towards the attainment of the objective, and performance measure*

22.39 This work is expected to contribute to the objective, as demonstrated by a steadily increasing implementation rate of protection audit recommendations by field offices (see figure 22.III).

Figure 22.III

**Performance measure: percentage of protection audit recommendations implemented by field offices**



## Deliverables

22.40 Table 22.3 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 22.3

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### C. Substantive deliverables

**Direct service delivery:** some 8,000 Palestine refugees provided with legal counselling, legal information and/or referrals to legal service providers; multiple submissions to the international human rights system

## Subprogramme 2

**Palestine refugee health is protected and the disease burden is reduced**

### Objective

22.41 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee health is protected and the disease burden is reduced.

### Strategy

22.42 To contribute to the objective, the subprogramme will control the spread of communicable diseases through surveillance and awareness-raising among staff and refugees, the provision of free childhood immunization services and by participating in host Governments' mass immunization campaigns. The subprogramme also plans to continue to provide people-centred primary health care using the family health team model in UNRWA health centres, which will help to make progress towards Sustainable Development Goal 3. In addition, the subprogramme will improve the accessibility of Agency health centres, which will help make progress towards Goal 10.

22.43 The subprogramme plans to provide support on issues related to COVID-19 by adapting its service delivery models. In this regard, depending on the characteristics of the COVID-19 pandemic in each field of UNRWA operation, this may include the use of telemedicine consultations, home delivery of medication to non-communicable disease patients and the provision of training and personal protective equipment to health workers. The subprogramme will also support the establishment of isolation and quarantine centres, where warranted, in support of national response plans.

22.44 The above-mentioned work is expected to result in:

- (a) A reduction in the incidence and prevalence of vaccine-preventable diseases among refugee communities;
- (b) A reduction of maternal and infant mortality among Palestine refugees, effective treatment of patients suffering from non-communicable diseases and better antenatal and postnatal care services;
- (c) Enhanced accessibility of Agency health facilities, particularly benefiting persons with disabilities.

22.45 The planned support on issues related to COVID-19 is expected to result in:

- (a) The effective adaptation of essential health services for Palestine refugees to curtail COVID-19 outbreaks, for instance through telemedicine and home delivery of medicines;
- (b) An effective and safe response to COVID-19 outbreaks, especially in areas with congested living environments.

## **Programme performance in 2020**

22.46 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Reduced dependency on antibiotics**

22.47 Antibiotics are used to prevent and treat bacterial infections and, since their widespread introduction in the 1940s, have been responsible for reducing mortality and improving life expectancy rates. However, as a consequence of their overuse, antibiotics have become less effective in treating a range of infections, including pneumonia, urinary tract infections, tuberculosis, blood poisoning, gonorrhoea and foodborne diseases. This has resulted in higher medical costs, prolonged hospitalization and increased mortality rates. The subprogramme has sought to reduce the use of antibiotics by establishing a limit on the percentage of prescriptions issued by Agency medical officers for curative diseases, prescribing antibiotics at 25 per cent of total prescriptions issued. This threshold is based on the standard recommended by WHO and is monitored on a quarterly basis.

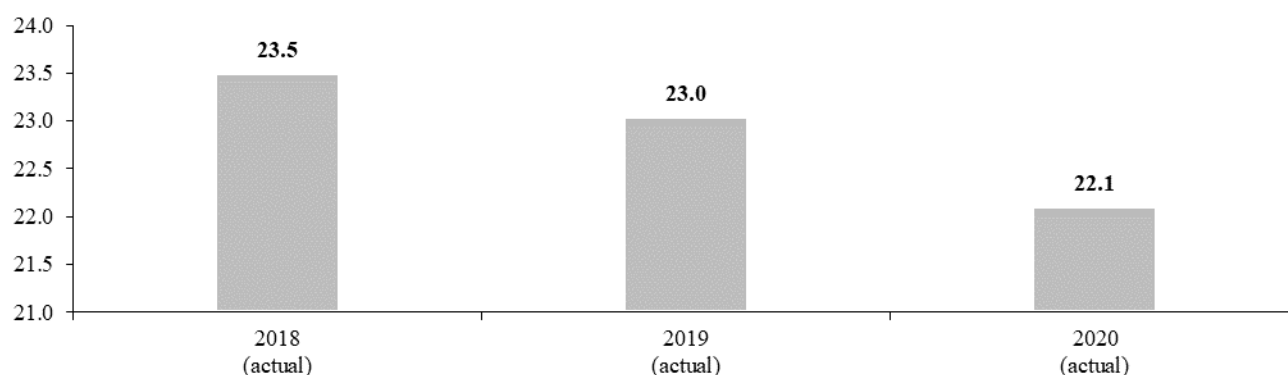
22.48 The subprogramme also introduced technical instruction and management protocols on the 10 most common health conditions encountered at UNRWA health centres to establish uniform procedures for their treatment and to rationalize the prescription-issuing behaviour of Agency medical officers. Furthermore, the subprogramme continued to train UNRWA medical officers on evidence-based medicine, including through the WHO course on standard integrated management of childhood illnesses and the family medicine diploma programme. These training activities enhanced the clinical and diagnostic skills of Agency medical officers, thereby also improving prescription-issuing practice.

*Progress towards the attainment of the objective, and performance measure*

22.49 The above-mentioned work contributed to the objective, as demonstrated by a decrease in antibiotics prescriptions as a percentage of total prescriptions issued by UNRWA health centres (see figure 22.IV).

Figure 22.IV

**Performance measure: antibiotics prescriptions as a percentage of total prescriptions issued by United Nations Relief and Works Agency for Palestine Refugees in the Near East health centres**



**Impact of COVID-19 on subprogramme delivery**

22.50 Owing to the impact of COVID-19 during 2020, the subprogramme reduced health centre walk-in foot traffic through the establishment of telemedicine consultations in Jordan and Gaza, a lifeline given that the 25 UNRWA health centres in Jordan were temporarily closed upon the order of the host Government from March to May 2020. In addition, the subprogramme introduced a triage protocol to screen patients with respiratory illnesses, separating them from the normal patient flow in order to reduce the potential for the spread of infection. The subprogramme also suspended non-critical services, including preconception care and preventative dental consultations, from March to June 2020, to release capacity within Agency health centres that could be dedicated to addressing COVID-19. In addition, the subprogramme introduced home delivery of medicines for registered non-communicable disease patients to ensure service continuity and reduce patient foot traffic in health centres.

22.51 At the same time, however, the subprogramme identified new activities to provide support on issues related to COVID-19, within the overall scope of its objectives, namely by increasing financial subsidies for Palestine refugees hospitalized in Jordan, Lebanon, the Syrian Arab Republic and Gaza. Some 4,221 patients benefited from the extension of that support. The subprogramme also introduced risk communication and community engagement activities in 45 refugee camps in Jordan, Lebanon, Gaza and the West Bank. Further, in cooperation with community volunteers, UNRWA sought to raise awareness of COVID-19 prevention among Palestine refugees.

**Planned results for 2022**

22.52 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: caring for a healthy future<sup>3</sup>

#### Programme performance in 2020

22.53 The subprogramme extended primary health-care services through 140 health centres in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank in 2020. In that regard, 5,798,904 primary health-care consultations were provided during the year. The subprogramme also addressed the increasing prevalence of non-communicable diseases, such as diabetes mellitus, hypertension and cardiovascular and chronic respiratory diseases among Palestine refugees. The subprogramme did so by adopting an “at-risk” approach that, in addition to passive detection of cases, focused on screening target groups, including persons over 40 years old, persons who are overweight or obese, persons with a family history of non-communicable diseases, smokers and pregnant women. Furthermore, the subprogramme ensured that all non-communicable disease patients received adequate care, including annual health assessments incorporating blood pressure and blood sugar monitoring, body mass index calculations and assessments of control status and counselling on the use of medication, dietary adjustments and other lifestyle changes.

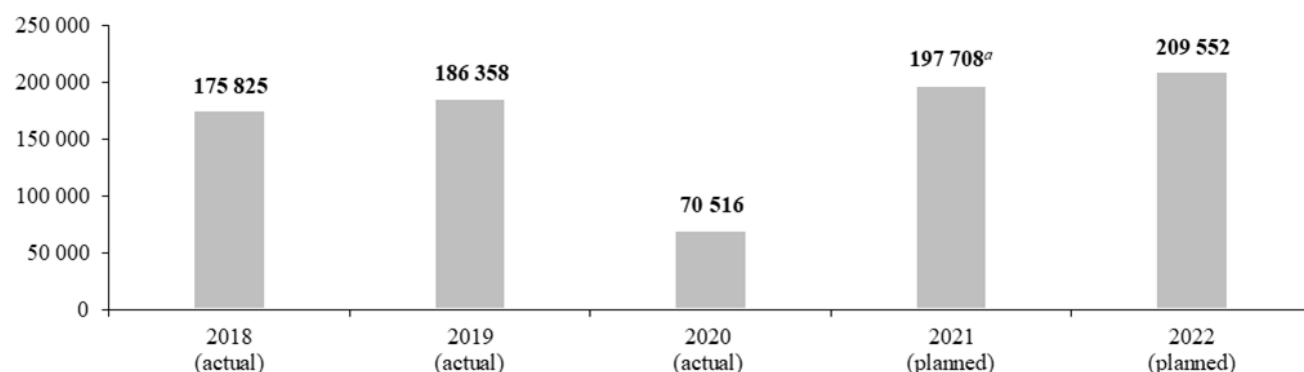
22.54 The above-mentioned work contributed to 70,516 Palestine refugees aged 40 years and above being screened for diabetes mellitus in 2020, which did not meet the target of 191,949 Palestine refugees aged 40 years and above being screened reflected in the proposed programme budget for 2020. The target could not be met owing to the onset of COVID-19, which led to service interruptions and the suspension of non-critical services from mid-March to the end of 2020. During that period, only patients exhibiting symptoms of diabetes and hypertension were screened.

#### Proposed programme plan for 2022

22.55 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 Palestine refugees with universal access to primary health-care services across all fields of UNRWA operation. In that regard, through 140 health centres, the subprogramme will provide a range of curative services, pre- and postnatal care and non-communicable disease screening and care. The expected progress is presented in the performance measure below (see figure 22.V).

Figure 22.V

**Performance measure: total number of Palestine refugees aged 40 years and above screened for diabetes mellitus (annual)**



<sup>a</sup> 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.

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

## Result 2: efficient and responsive health services<sup>4</sup>

### Programme performance in 2020

22.56 The subprogramme has continued to roll out the e-health system across UNRWA health installations. By the end of 2020, e-health was operational in 139 of 140 health centres and held 3,678,687 patient records. The lone health centre that remains unconnected is in the Syrian Arab Republic, where there are persistent challenges with the electricity supply and Internet connectivity. The subprogramme also updated e-health in 2020 to include the latest international classification of diseases, adopted by UNRWA in January 2020. The use of the updated classification will make e-health data more useful in relation to priority setting, resource allocation and organizational policy formulation. In March 2020, in-person training for Agency e-health users on the updated classification began, in coordination with WHO. The course was transitioned to online learning following the onset of COVID-19 shortly thereafter.

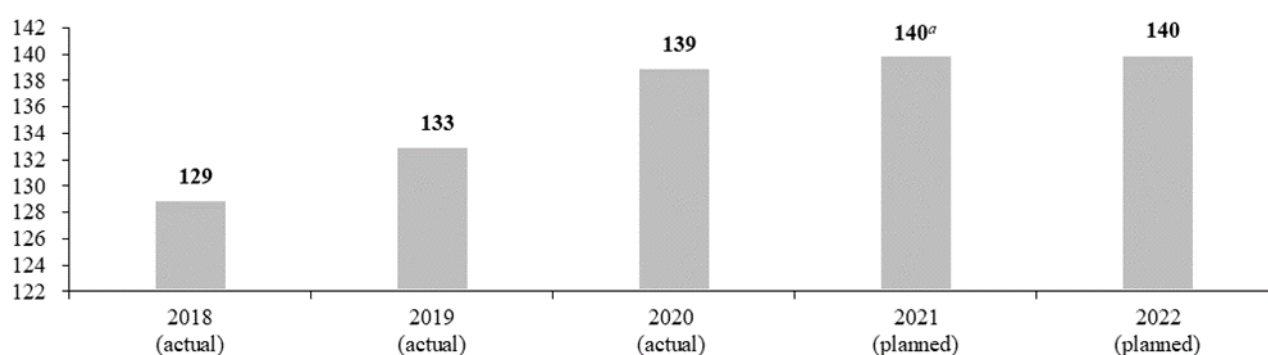
22.57 The above-mentioned work contributed to 139 health centres implementing e-health, which exceeded the planned target of 138 health centres reflected in the programme budget for 2021.

### Proposed programme plan for 2022

22.58 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 transition e-health to a new, secured platform grounded in a United Nations International Computing Centre cloud-based server. The upgraded system will be more reliable, make data entry more efficient and improve data quality. The implementation of these enhancements will commence in 2022 and is expected to be completed by the end of 2023. The expected progress is presented in the performance measure below (see figure 22.VI).

Figure 22.VI

**Performance measure: total number of United Nations Relief and Works Agency for Palestine Refugees in the Near East health centres having implemented the e-health system (cumulative)**



<sup>a</sup> 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.

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Result 3: vaccine-preventable disease outbreaks prevented within Palestine refugee communities

#### Proposed programme plan for 2022

22.59 Immunization is an important element of basic care as it protects against deadly diseases that can be prevented through timely interventions during childhood. With the 1974 introduction of the Expanded Programme on Immunization, WHO sought to streamline, develop and expand immunization programmes throughout the world. UNRWA health centres began implementing the Programme in 1979, mirroring its adoption by each host country. In line with the Programme, the subprogramme currently vaccinates 12 and 18-month-old Palestine refugee children against tuberculosis, diphtheria, pertussis, tetanus, polio, measles, mumps, rubella and hepatitis (A and B). The subprogramme's coverage has surpassed the WHO 95 per cent target for immunization coverage for the past two decades. The subprogramme maintains this high rate by: (a) ensuring a consistent supply of vaccines; (b) adhering to an appointment system for vaccinations; (c) continuously following up on patients defaulting on their appointments; and (d) participating in campaigns to educate and encourage parents to have their children immunized.

#### *Lessons learned and planned change*

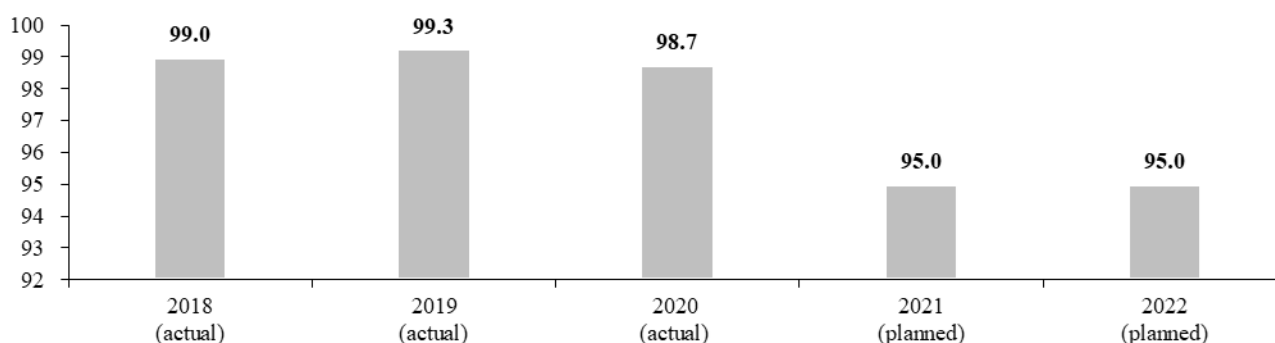
22.60 The lesson for the subprogramme highlighted the benefits associated with a collaborative approach in responding to an outbreak of hepatitis A in Rashidieh camp in Lebanon. Here, coordinated actions with the host country's Ministry of Public Health, the camp committee and the UNRWA education and infrastructure and camp improvement programmes ensured that the outbreak was controlled at an early stage. In applying the lesson, the subprogramme will continue to enhance both internal and external coordination to both prevent and respond to disease outbreaks. In addition, hygiene promotion will be conducted in UNRWA schools. The subprogramme will also participate in community engagement activities with host country health ministries and camp committees to improve health awareness and reduce the risk of epidemic propagation.

#### *Expected progress towards the attainment of the objective, and performance measure*

22.61 This work is expected to contribute to the objective, as demonstrated by the maintenance of the immunization coverage rate for children at 18 months old, who received all booster vaccines at or above the WHO target of 95 per cent (see figure 22.VII).

Figure 22.VII

**Performance measure: percentage of children aged 18 months who received all booster vaccines**





## Deliverables

22.62 Table 22.4 below 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 22.4

### Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

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*Category and subcategory*

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#### C. Substantive deliverables

**Direct service delivery:** approximately 9.0 million public health-care consultations; some 90,000 mental health and psychosocial support consultations.

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## Subprogramme 3

### School-aged children complete quality, equitable and inclusive basic education

#### Objective

22.63 The objective, to which this subprogramme contributes, is to ensure that school-aged children complete quality, equitable and inclusive basic education.

#### Strategy

22.64 To contribute to the objective, the subprogramme will enhance the professionalization of teachers through continuous professional development and career progression opportunities and ensure that the textbooks used are developing students' skills and competencies, and promote human rights culture and practices and higher-order thinking skills in UNRWA classrooms. The subprogramme also plans to continue to monitor student performance, ensure safe and secure learning environments, facilitate parent engagement and promote inclusive recreational and extracurricular activities, which will help to make progress towards Sustainable Development Goals 4 and 5. In addition, the subprogramme will continue to enhance the capacity of the Agency's education staff, ensure students identified with a disability receive support meeting their specific needs, assist individuals identified as experiencing a protection risk and work towards healthy and accessible schools, which will help Member States to make progress towards Sustainable Development Goal 10.

22.65 The subprogramme plans to provide support on issues related to COVID-19 by implementing a blended learning approach in all schools affected by local restrictions, including the use of self-study through the provision of printed, online and televised materials. The subprogramme will also integrate psychosocial support into its education services, to be provided by counsellors through online and social media channels.

22.66 The above-mentioned work is expected to result in:

- (a) The meeting or surpassing of UNRWA targets for the percentage of students performing at the "Achieved" or "Advanced" levels in the triannual monitoring of learning achievement tests, to be conducted in either the third quarter of 2021 or the first quarter of 2022;

(b) A reduction in inequalities and in the gap in student performance in monitoring of learning achievement testing;

(c) Fewer children having to repeat a grade or dropping out of school completely.

22.67 The planned support on issues related to COVID-19 is expected to result in:

(a) The continuation of basic education for all pupils enrolled in Agency schools despite the periodic physical closure of schools and implementation of mixed learning methods on account of COVID-19;

(b) Enhanced well-being for all students, particularly vulnerable students, during periods of prolonged lockdowns and movement restrictions due to COVID-19, which is specified in more detail under result 3 below.

### **Programme performance in 2020**

22.68 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Improved education through increased parental involvement**

22.69 Educational research consistently suggests that parental engagement with children's education is a strong predictor of student participation, achievement and attainment. The subprogramme engages parents in supporting their children's education through regular awareness sessions for parents on a variety of topics, including psychosocial support, safety and security. UNRWA also considers parent-teacher associations to be a reliable mechanism to increase parental engagement and has established such associations in all 709 Agency schools, in accordance with the Agency's regulatory framework and educational policies, strategies and principles. Parent-teacher associations help strengthen links between students, teachers, parents and community members so that they can share ideas and be actively involved in the school's work.

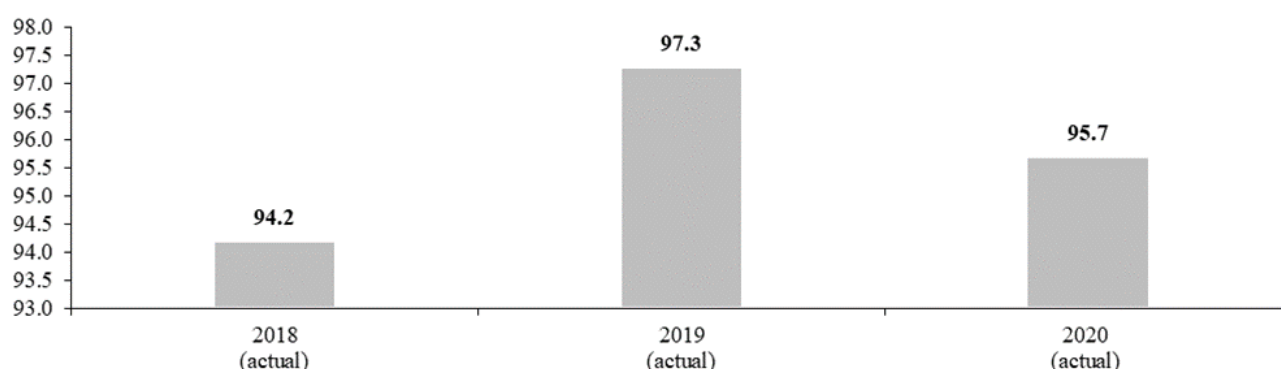
22.70 The subprogramme also engages parents and the community in the students' learning process, including in times of emergencies, through the parent-teacher associations. Furthermore, the subprogramme uses the associations to mobilize community support for school events and facilitates the organization of recreational and educational activities for students by the associations.

#### *Progress towards the attainment of the objective, and performance measure*

22.71 The above-mentioned work contributed to the objective, as demonstrated by the percentage of active parent-teacher associations in place, despite the slight reduction in performance owing to disruption caused by COVID-19 (see figure 22.VIII).

Figure 22.VIII

**Performance measure: percentage of active parent-teacher associations in place in United Nations Relief and Works Agency for Palestine Refugees in the Near East schools**



### **Impact of COVID-19 on subprogramme delivery**

22.72 Owing to the impact of COVID-19 during 2020, the subprogramme postponed triennial monitoring of learning achievement tests for all grade 4 and grade 8 students, which were originally scheduled to be conducted in March 2020, to 2021. The subprogramme also transitioned to a remote learning approach for all 528,846 students enrolled in basic education in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank following the physical closure of schools in March 2020 until the end of the 2019/20 school year. Remote learning continued in most fields during the 2020/21 school year. UNRWA schools provided self-learning materials to students through email, online platforms and social media. Hard copies of materials were also printed and distributed to students who did not have access to the Internet.

22.73 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the introduction of catch-up classes for students who fell behind in their learning, either owing to challenges with access to self-learning or limitations in relation to the curriculum materials offered. The subprogramme also launched an awareness-raising campaign targeting students at Agency schools on health and hygiene to help prevent the transmission of COVID-19 by actively engaging students to develop and share their own messages.

### **Planned results for 2022**

22.74 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: learning side by side: inclusive education<sup>5</sup>**

##### **Programme performance in 2020**

22.75 The subprogramme has strengthened the inclusive education approach to ensuring that all Palestine refugee children and young people, regardless of gender, ability, disability, socioeconomic status, health and psychosocial need, have an equal opportunity for learning in Agency schools and are supported in developing their full

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

potential. The subprogramme has continued to strengthen student support teams, comprising school principals, teachers, school counsellors and health tutors, in all five fields of operation. The subprogramme also conducted virtual outreach sessions with parents and students, designed to build a supportive and destigmatized environment around students with disabilities. Furthermore, the subprogramme upgraded 10 schools to improve the overall accessibility for Palestine refugee students, and in addition, one school was constructed in accordance with the Technical Standards and Guidelines to Ensure Physically Accessible Environments at UNRWA Premises. The subprogramme also modernized its data capture techniques on students identified as having a disability in order to improve the accuracy and reliability of data used to target support to students.

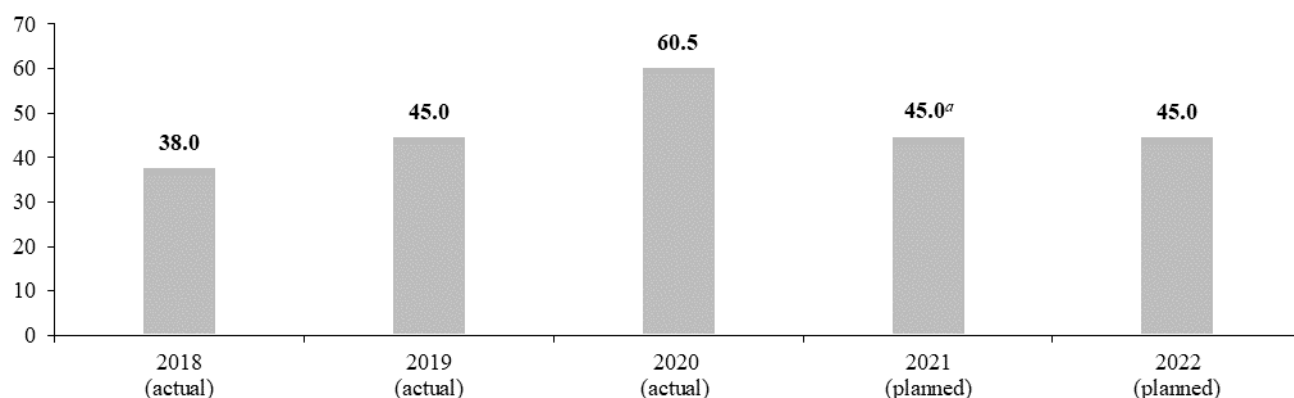
22.76 The above-mentioned work contributed to 60.54 per cent of students being identified as having a disability and receiving support, which exceeded the planned target of 53 per cent of students being identified as having a disability and receiving support reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

22.77 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 utilize and build the capacity of student support teams. The subprogramme will also continue to upgrade Agency schools to improve accessibility for Palestine refugee students. The expected progress is presented in the performance measure below (see figure 22.IX).

Figure 22.IX

**Performance measure: percentage of students identified as having a disability who receive support**



<sup>a</sup> 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: improved grades through school quality assurance<sup>6</sup>**

### **Programme performance in 2020**

22.78 The subprogramme has continued to support the work of school quality assurance units in each field office, which were established in 2014, to implement the UNRWA quality assurance system. The implementation of school quality assurance was limited in 2020 owing to the closure of schools following the onset of COVID-19

<sup>6</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

and the refocusing of efforts to transition all students to remote learning. The subprogramme therefore developed and reviewed materials to enhance the capacity of the education support cadre to adapt and implement the school quality assurance process in the light of the new challenges caused by the pandemic.

22.79 The above-mentioned work contributed to the continuation of the school quality assurance process in Agency schools, which, in turn, is expected to lead to improved learning, which did not meet the planned target of 65 per cent of students performing at the “Achieved” or “Advanced” levels in the monitoring of learning achievement Arabic language tests in grade 8, reflected in the proposed programme budget for 2021. In view of the closure of UNRWA schools caused by COVID-19, monitoring of learning achievement tests were postponed from spring 2020 to either the third quarter of 2021 or the first quarter of 2022, dependent on the lifting of local restrictions on the reopening of schools in all Agency fields of operation.

### Proposed programme plan for 2022

22.80 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will resume regular visits by school quality assurance units to UNRWA schools as they reopen. The subprogramme will also undertake a classroom observation study, which will be used, together with monitoring of learning tests, to evaluate teaching and learning quality. The expected progress is presented in the performance measure below (see table 22.5).

Table 22.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Analysis of the 2016 monitoring of learning test results were finalized and schools were categorized according to the support needed to improve performance. School improvement plans were put in place	<ul style="list-style-type: none"> <li>A guidance manual for the implementation of performance improvements was made available to all schools in Arabic and English</li> <li>Teacher capacity on assessment skills strengthened and enrichment materials for mathematics and Arabic introduced as part of the implementation of school improvement plans</li> </ul>	Modules on constructive learning approaches and classroom practices embedded into teacher and support cadre training programmes as part of the implementation of school improvement plans	Monitoring of learning tests in Arabic and mathematics takes place in all UNRWA schools for students at grade 4 and grade 8. Some 64.7 per cent of students are targeted to perform at the “Achieved” or “Advanced” levels in monitoring of learning achievement Arabic language tests in grade 8	Analysis of monitoring of learning achievement test results available to inform education programme adjustments at Agency-wide, field-specific and school-specific levels

### Result 3: increased education efficiency linked to reduced drop-out rates

#### Proposed programme plan for 2022

22.81 Sustainable Development Goal 4 includes targets to ensure that school-aged children complete quality, equitable and inclusive basic education. An important measure of inclusiveness is education participation, which can be increased through an efficient education system that seeks to minimize grade repetition and drop-out rates among students through the adoption of inclusive education practices. The efficiency of the UNRWA education system is gauged through the coefficient of internal efficiency, which measures the ideal number of pupil-years required to produce a number of graduates from a given school-cohort for a cycle of education. For instance, a coefficient of 1 implies that all students who enrolled in grade 1 also graduate from grade 9/10 in the ideal number of years, without any of those students dropping out or repeating a school year. The subprogramme has, in line with the Agency's 2013 inclusive education policy: (a) enhanced the capacity of UNRWA education staff; (b) ensured students identified with a disability have received support meeting their specific needs; (c) assisted individuals identified as experiencing a protection risk; and (d) worked towards creating healthy and accessible schools.

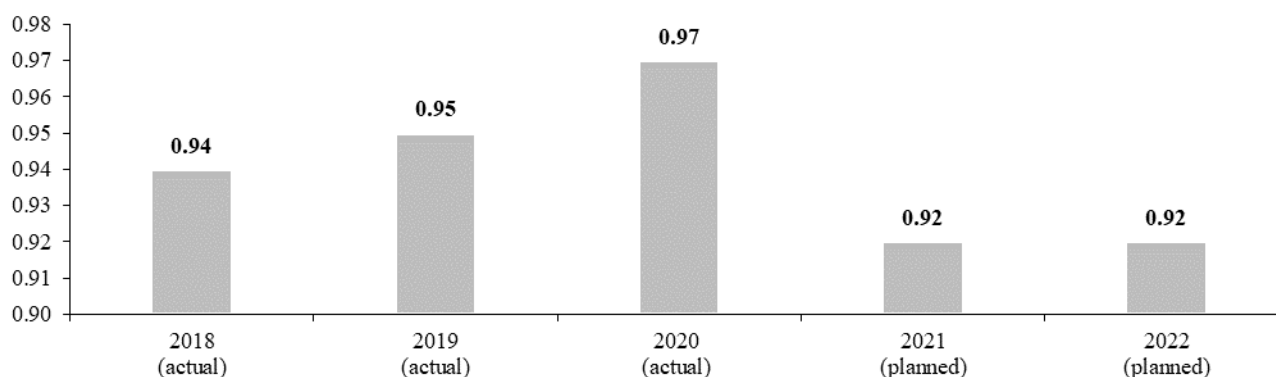
#### *Lessons learned and planned change*

22.82 The lesson for the subprogramme was that it needed to adapt its inclusive education practices and systems in the light of the transition to remote learning owing to the onset of COVID-19. Inclusive education ensures that students are provided with support specific to their learning needs. That support, in turn, helps to keep students engaged in the learning process and reduce drop-out rates, which is an important component in ensuring education system efficiency. In applying the lesson, the Agency will continue to draw on its significant experience in providing education in emergencies. The Agency will establish a task force to determine how best to respond to challenges in relation to the implementation of inclusive education. The task force will capture the Agency's education system response, including lessons learned, and disseminate its findings to UNRWA schools in the form of best practices.

#### *Expected progress towards the attainment of the objective, and performance measure*

22.83 This work is expected to contribute to the objective, as demonstrated by a coefficient of internal efficiency of the Agency's education system at or above the UNRWA benchmark of 0.92 (see figure 22.X).

Figure 22.X  
Performance measure: coefficient of internal efficiency



## Deliverables

22.84 Table 22.6 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 22.6

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

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*Category and subcategory*

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#### C. Substantive deliverables

**Direct service delivery:** some 550,000 students enrolled in education services.

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## Subprogramme 4 Palestine refugee capabilities are strengthened for increased livelihood opportunities

### Objective

22.85 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee capabilities are strengthened for increased livelihood opportunities.

### Strategy

22.86 To contribute to the objective, the subprogramme will provide financial services such as diversified loan products covering businesses, consumption and housing needs to low-income Palestine refugees, women and youth through a network of 23 microfinance branches in Jordan, the Syrian Arab Republic, Gaza and the West Bank. The subprogramme also plans to create employment opportunities for Palestine refugees through infrastructure and construction projects in camps, which will help to make progress towards Sustainable Development Goals 1 and 8. In addition, the subprogramme will provide quality and relevant technical and vocational education and training at its vocational training centres and education science facilities for degree-level teacher education in the West Bank (Education Science Faculty) and Jordan (Faculty of Educational Sciences), focusing on vulnerable young people whose families are recipients of the social safety net programme and continue the provision of an UNRWA-wide donor-funded scholarships programme, which will help Member States to make progress towards Sustainable Development Goals 4, 5, 8 and 10.

22.87 The subprogramme plans to provide support on issues related to COVID-19 by expanding its offering of small enterprise loans for existing businesses and start-up efforts in Jordan, the Syrian Arab Republic, Gaza and the West Bank and by promoting Palestine refugee employment opportunities in construction and infrastructure works in all fields of UNRWA operation to, among other things, reduce the lasting economic impact on businesses and loss of livelihoods owing to COVID-19. The subprogramme will also implement a blended learning approach at all vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences affected by local restrictions owing to COVID-19 closures, utilizing a dedicated online platform through which course material is shared.

22.88 The above-mentioned work is expected to result in:

- (a) Inclusive economic growth;
- (b) An increase in employment opportunities, decent work and poverty reduction;
- (c) A sustained high percentage of all vocational training centre, Education Science Faculty and Faculty of Educational Sciences graduates employed.

22.89 The planned support on issues related to COVID-19 is expected to result in:

- (a) The stimulation of investment, job creation, economic growth and innovation driven by small enterprises and construction and infrastructure works for Palestine refugees affected by a loss of livelihood due to the economic impact of COVID-19;
- (b) The continuation of education for all students enrolled in vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences despite the physical closure of vocational and technical training centres due to COVID-19.

### **Programme performance in 2020**

22.90 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Improved adoption of and tailored microfinance options for women entrepreneurs**

22.91 Across the Near East, women remain severely underrepresented in the labour force. In 2019, according to the International Labour Organization, women's labour force participation was 14 per cent in Jordan and the Syrian Arab Republic, 18 per cent in Gaza and the West Bank and 23 per cent in Lebanon. The subprogramme seeks to address this by promoting livelihood opportunities for women through tailored microfinance products for female clients. These products include the women's household credit, which is a home-based loan that allows recipients to purchase household assets through income-generating activities. Many women's household credit clients are the primary breadwinner for their household, in addition to having family responsibilities.

22.92 The subprogramme also encourages women entrepreneurs by promoting female clients for micro-enterprise "credit plus" loans. This product helps micro-enterprises to build up and maintain reserves of short-term working capital and provides financing for expansion.

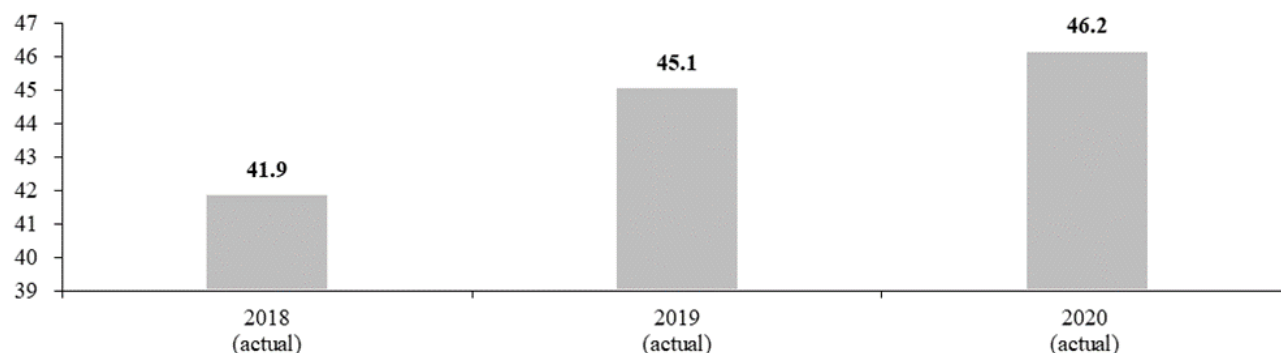
#### *Progress towards the attainment of the objective, and performance measure*

22.93 The above-mentioned work contributed to the objective, as demonstrated by an increasing percentage of all microfinance loan products provided to women clients (see figure 22.XI).



Figure 22.XI

**Performance measure: percentage of all microfinance loan products provided to women**



### **Impact of COVID-19 on subprogramme delivery**

22.94 Owing to the impact of COVID-19 during 2020, the subprogramme was forced to close microfinance branch offices, suspend the issuance of new microfinance loans and defer loan repayments between March and May. Following the reopening of microfinance branch offices, the subprogramme adopted a conservative lending approach in relation to new microfinance loans. As a result, the number of clients with Agency microfinance loans was 21,339 by the end of 2020, a decrease from the 35,576 client loans at the end of 2019. In relation to technical and vocational education and training, the subprogramme transitioned to a self-learning approach for all 10,237 students enrolled in vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences following the physical closure of training centres from March 2020 to the start of the 2020/21 academic year. Learning materials were made available through online platforms, and students without connectivity were provided with Internet packages. Those changes had an impact on programme performance in 2020, as specified under results 1 and 2 below.

22.95 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the procurement of devices and Internet access for vulnerable students enrolled in vocational training centres to allow them to continue their technical and vocational education and training. The subprogramme also introduced psychosocial support, which was available for all vocational training centre, Education Science Faculty and Faculty of Educational Sciences students through individual and group counselling sessions conducted online and through social media channels.

### **Planned results for 2022**

22.96 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: microfinance: client-focused interventions<sup>7</sup>**

##### **Programme performance in 2020**

22.97 The subprogramme has continued to provide access to loan products for Palestine refugees and members of other vulnerable and marginalized groups who

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

would normally be ineligible for such products as they possess few assets for use as collateral. One of the key target groups for UNRWA microfinance products has been young people aged 18–30 years in Jordan, the Syrian Arab Republic, Gaza and the West Bank. Young people face high levels of unemployment across all fields of Agency operation. In 2019, according to the International Labour Organization, youth unemployment ranged from 20.8 per cent in the Syrian Arab Republic to 37.3 per cent in Jordan and 40.0 per cent in Gaza and the West Bank.<sup>8</sup> The subprogramme offered specific support to young people by offering Mubadarati (initiative) loans to young men and women aged 18–30 to start new businesses that create self-employment and employment opportunities for others. When launched in 2012, the Mubadarati was the first youth start-up loan product of its kind in the region.

22.98 The above-mentioned work contributed to 4,950 young people receiving microfinance loans. The number of new microfinance loans disbursed to young people in 2020 decreased by 47.6 per cent compared to 2019 owing to challenges associated with COVID-19 as described in result 2 (expanded access to microfinance) below.

### Proposed programme plan for 2022

22.99 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to target young people for UNRWA microfinance products, especially those seeking to start new businesses that create self-employment and employment opportunities for others. The expected progress is presented in the performance measure below (see table 22.7).

Table 22.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
10,695 young people received UNRWA microfinance products, valued at \$10,220,460	9,444 young people received UNRWA microfinance products, valued at \$8,806,956	4,950 young people received microfinance products, valued at \$4,011,311	14,748 young people are expected to receive UNRWA microfinance products with an increase in the value of loans provided	15,043 young people are expected to receive UNRWA microfinance products with an increase in the value of loans provided

### Result 2: expanded access to microfinance<sup>9</sup>

#### Programme performance in 2020

22.100 The subprogramme has continued to provide access to loan products for Palestine refugees and other vulnerable and marginalized groups who would normally be ineligible for such products as they possess few assets for use as collateral. In 2020, the subprogramme provided loans to 21,339 clients, including 8,200 Palestine refugees. The subprogramme also expanded its operations in the Syrian Arab Republic through the opening of a new credit unit in Sahnaya, the targeting of new clients in Husayniyah and the reduction of interest rates for Palestine refugee clients to stimulate business. These efforts increased the number of Palestine refugee clients in the Syrian Arab Republic by 13 per cent compared to 2019.

<sup>8</sup> Unemployment, youth total (percentage of total labour force ages 15–24), <https://data.worldbank.org/indicator/SL.UEM.1524.ZS>.

<sup>9</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

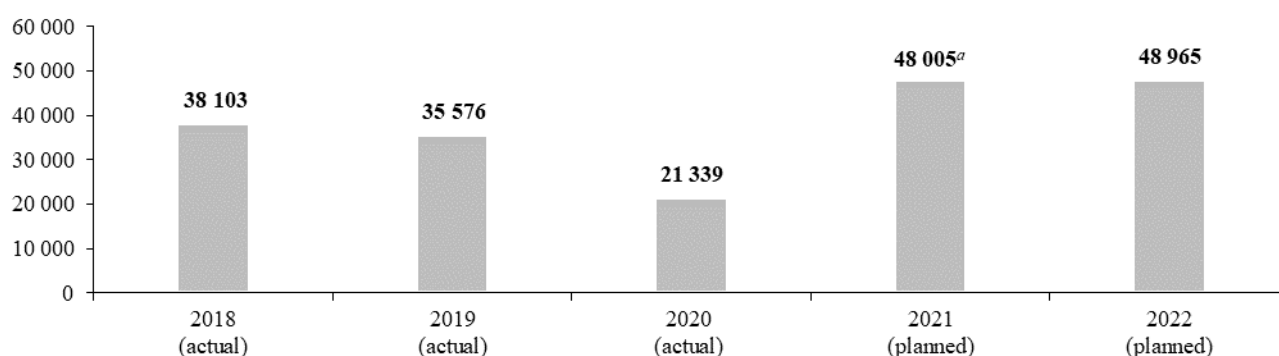
22.101 The above-mentioned work contributed to 21,339 clients receiving microfinance loans, which did not meet the target of 46,969 loan recipients reflected in the proposed programme budget for 2021. The target was not met owing to: (a) a decrease in the number of potential clients with a sufficient creditworthiness rating to take out a loan, which was possibly linked to an overall deterioration in the economic situation in Jordan, the Syrian Arab Republic, Gaza and the West Bank as a result of COVID-19; (b) the suspension of microfinance loans to new clients and the closure of microfinance branch offices between March and May; and (c) the adoption of a conservative lending approach in relation to new microfinance loans following the resumption of microfinance programming.

### **Proposed programme plan for 2022**

22.102 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 direct its efforts to alleviating the economic impact of COVID-19 on Palestine refugees and other vulnerable and marginalized groups by disbursing microfinance loans in Jordan, the Syrian Arab Republic, Gaza and the West Bank. In this respect, the subprogramme plans to disburse 48,965 microfinance loans in 2022. The expected progress is presented in the performance measure below (see figure 22.XII).

Figure 22.XII

**Performance measure: total number of clients receiving financial services (microfinance loans) (annual)**



<sup>a</sup> 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 youth employment through vocational training**

#### **Proposed programme plan for 2022**

22.103 The subprogramme provides technical and vocational education and training to young Palestine refugees, equipping them with the relevant skills and expertise for labour markets across the Middle East. The subprogramme operates eight vocational training centres and enrolls approximately 8,000 students onto its courses each year. Three types of courses are offered: (a) semi-professional courses of two-year duration (technician level) at the post-secondary school level for those who have successfully completed year 12 of schooling; (b) trade courses (vocational) of a one-year (skilled labourer level) and two-year (craftsman level) duration for those who have successfully completed at least years 9 or 10 of schooling; and (c) short-term courses to prepare young Palestine refugees for employment in sectors where there is a high demand in the labour market. A range of specializations are covered, such as mechanics, building construction,

plumbing, refrigeration, electrical installations, auto electrical installations and electronics, communication systems, mobile maintenance, hair-dressing and fashion design, graphic design, accounting, assistant pharmacist, nursing, medical records and physiotherapy.

#### *Lessons learned and planned change*

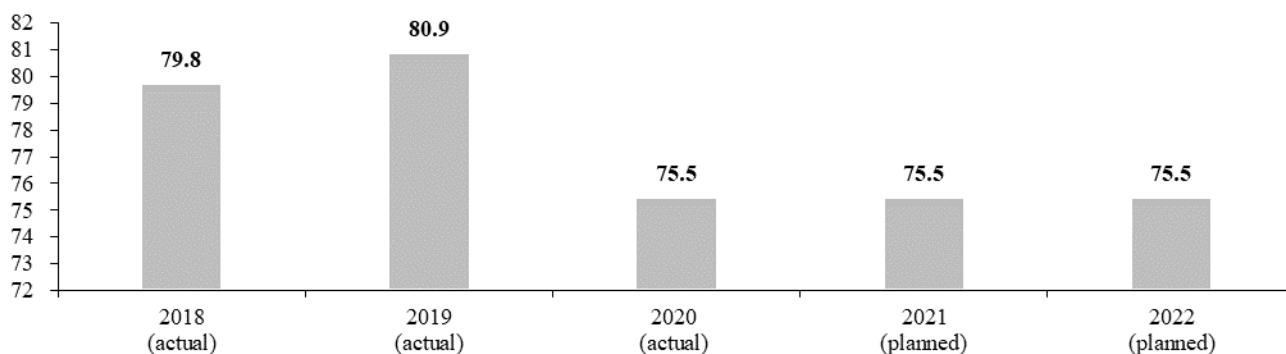
22.104 The lesson for the subprogramme was that it needed to focus on developing the capacity of technical and vocational education and training students and instructors to engage in remote learning during the closure of vocational training centres due to COVID-19. In applying the lesson, the subprogramme will enhance access to remote learning for the students and instructors by procuring learning devices and connectivity packages. The subprogramme will also invest in training instructors in the skills needed to effectively deliver technical and vocational education and training remotely.

#### *Expected progress towards the attainment of the objective, and performance measure*

22.105 This work is expected to contribute to the objective, as demonstrated by the maintenance of the percentage of vocational training centre graduates gaining employment within one year of graduation in 2020, despite the economic downturns and increasing levels of unemployment affecting UNRWA host countries (see figure 22.XIII).

Figure 22.XIII

**Performance measure: percentage of vocational training centre graduates employed within one year of graduation**



### **Deliverables**

22.106 Table 22.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.8

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

#### **C. Substantive deliverables**

**Direct service delivery:** issuance of microfinance loans valued at \$48,698,929; approximately 10,000 enrolments in technical and vocational education and training and the youth programme; and some 2,000 job placements created as full-time equivalents.

## **Subprogramme 5**

### **Palestine refugees are able to meet their basic human needs of food, shelter and environmental health**

#### **Objective**

22.107 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are able to meet their basic human needs of food, shelter and environmental health.

#### **Strategy**

22.108 To contribute to the objective, the subprogramme will assist in the mitigation and reduction of abject poverty and food insecurity among Palestine refugees through the distribution of cash-based and in-kind social transfers to persons in need, including those in abject poverty (those who are unable to meet their basic food needs) and households headed by women, the elderly and persons with disabilities, which will help to make progress towards Sustainable Development Goals 1, 2, 5 and 10. The subprogramme will continue to provide safe and habitable shelters for Palestine refugees through the rehabilitation of substandard shelters for the most vulnerable Palestine refugees, which will help to make progress towards Sustainable Development Goals 1, 10 and 11. In addition, the subprogramme will continue to provide Palestine refugees living in camps with effective environmental health services, including equitable and sufficient water for their basic needs, storm water drainage systems, solid waste collection and sewerage systems, which will help to make progress towards Sustainable Development Goals 6 and 12.

22.109 The subprogramme plans to provide support on issues related to COVID-19 by increasing the value of in-kind and cash-based social transfers to existing vulnerable recipients of social transfer programmes and enrolling additional refugees who have been identified as being in need to mitigate additional ongoing socioeconomic hardship due to COVID-19 and the recovery phase. The subprogramme will also look to expand its shelter rehabilitation activities and improve water and sewage networks in camps to mitigate against risks of COVID-19 transmission associated with overcrowding and poor sanitation.

22.110 The above-mentioned work is expected to result in:

- (a) An increase in resilience among the target population in the face of economic hardship and restricted household income;
- (b) An improvement in the safety and protection of Palestine refugee families;
- (c) An improvement in environmental health and infrastructure services, including access to safe drinking water, sanitation, drainage, electricity and waste disposal, for Palestine refugees living in camps.

22.111 The planned support on issues related to COVID-19 is expected to result in:

- (a) Mitigation of the economic impact of COVID-19 on the most vulnerable and provision for their socioeconomic needs;
- (b) An improvement in hygiene conditions in crowded refugee camps and enhanced public health to prevent the spread of diseases, including COVID-19.

## Programme performance in 2020

22.112 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Safeguarding sanitation in refugee camps during the pandemic

22.113 Over the last 70 years, the 58 official Palestine refugee camps in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank have grown organically into highly congested spaces characterized by concentrations of poverty and extreme overcrowding, and some lack proper sewerage and drainage systems. These conditions make Palestine refugees susceptible to air- and water-borne diseases such as diarrhoea, cholera and hepatitis. The subprogramme has worked with Palestine refugees to improve the physical and social environment of the camps through a community-driven planning approach to improvements that include refugees in both the planning and design processes.

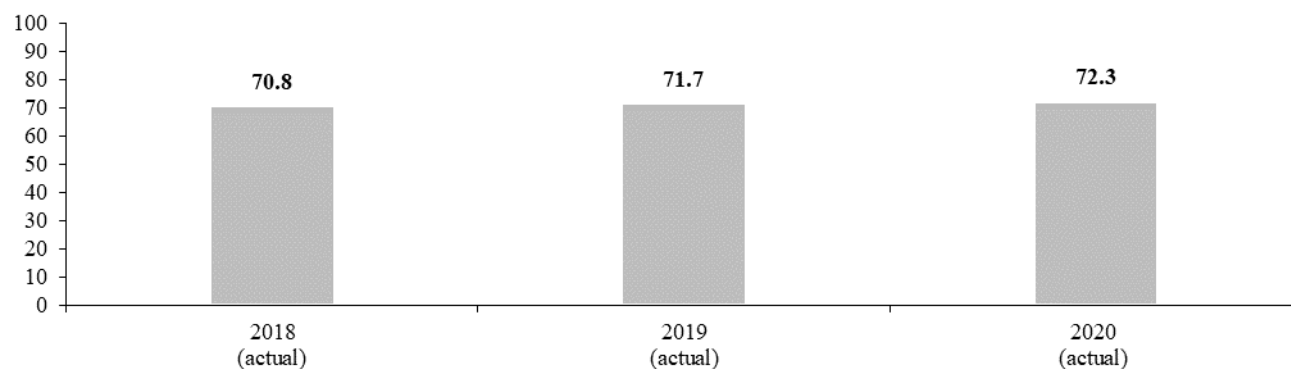
22.114 The subprogramme also collaborated with the host Governments in all five fields of Agency operation to ensure Palestine refugees residing in official camps have access to safe drinking water through comprehensive water-supply networks. Host Governments are responsible for the provision of public services to these camps; UNRWA, however, connected an increased number of shelters to official water networks, replaced water pipes, installed water treatment systems and implemented a range of measures to improve water production and quality at source. Furthermore, the subprogramme improved sewerage systems, waste removal services, storm-water drainage and rodent-control services.

### *Progress towards the attainment of the objective, and performance measure*

22.115 The above-mentioned work contributed to the objective, as demonstrated by the increase in the percentage of shelters in official camps connected to adequate water supply services (see figure 22.XIV).

Figure 22.XIV

**Performance measure: percentage of shelters in camps connected to adequate water supply services**



### Impact of COVID-19 on subprogramme delivery

22.116 Owing to the impact of COVID-19 during 2020, the subprogramme changed its approach to food assistance by providing home deliveries of food packages in Gaza rather than through collection at crowded distribution centres. Food assistance was delivered to 226,578 Palestine refugee households in Gaza (1,109,778 individuals) in the first half of 2020. The subprogramme also postponed camp improvement works

in Lebanon and Gaza between March and May 2020 due to movement restrictions which hampered the ability to receive supplies and access project sites.

22.117 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the enhancement of cash assistance to Palestine refugees in all fields of operation to mitigate additional socioeconomic hardship due to COVID-19. In this regard, top-up cash assistance payments benefited 840,746 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic and Gaza in 2020. The subprogramme also enhanced solid waste collection and sanitation activities in refugee camps. Disinfection campaigns were held in all 58 official refugee camps and additional sanitation labourers were hired in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank.

## **Planned results for 2022**

22.118 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: expansion of the Agency's social safety net programme<sup>10</sup>**

#### **Programme performance in 2020**

22.119 The subprogramme has continued to reform the Agency's social safety net programme. This included the establishment of a minimum basic social assistance floor in those fields of UNRWA operations with very high poverty rates and afflicted by chronic crises, such as the Syrian Arab Republic and Gaza. In the Syrian Arab Republic, all Palestine refugees received a cash transfer of \$9 per person per month as part of the Agency's emergency programme response, which was supplemented by an additional \$5 per person per month for the most vulnerable, including households headed by women, the elderly and persons with disabilities, under the social safety net programme. In Gaza, preparations were implemented towards the 2021 transition to universal food assistance provided through the Agency's emergency programme response, supplemented by cash payments for vulnerable groups under the social safety net programme. The subprogramme also increased the transfer value of the social safety net programme in Jordan and Lebanon to accommodate consumer price inflation and to maintain the purchasing power of the transfer value against a baseline set in 2016. However, the transfer value of the social safety net programme remains at only 20 per cent of minimum food requirements in Jordan and the West Bank and below 13 per cent in Lebanon.

22.120 The above-mentioned work contributed to 390,443 poor and vulnerable refugees receiving assistance through the social safety net programme, which did not meet the target of 475,213 reflected in the proposed programme budget for 2020. In view of the pandemic, a socioeconomic survey to be implemented in Lebanon, which was expected to provide the basis for the reform and expansion of the social safety net programme, had to be deferred to 2021.

#### **Proposed programme plan for 2022**

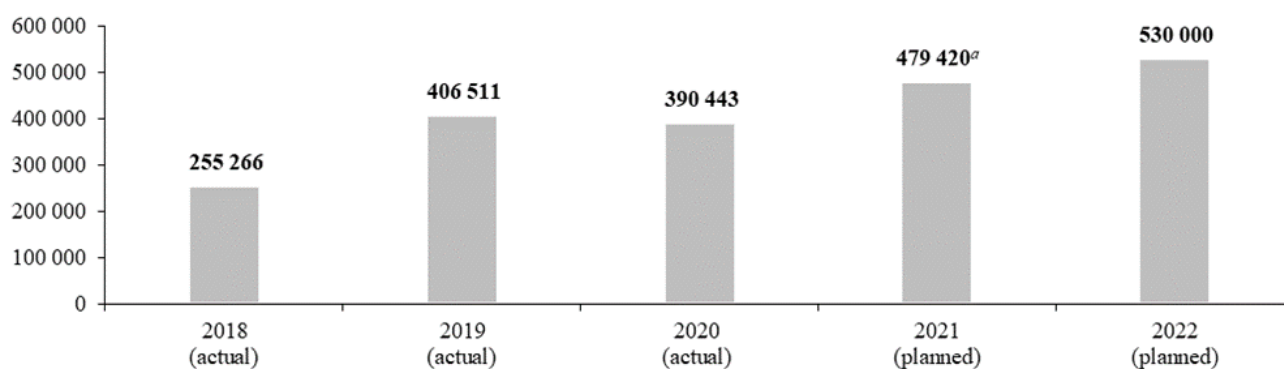
22.121 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will conduct a socioeconomic survey and implement a high-frequency

<sup>10</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

situation monitoring approach in Lebanon which will provide a basis of evidence for introducing emergency cash assistance to Palestine refugees in Lebanon, as well as for increasing the transfer value of the social safety net programme. Crisis situation monitoring will be implemented on a biannual basis in Gaza and the Syrian Arab Republic to keep track of the economic situation affecting Palestine refugees and report on the effectiveness and relevance of relief assistance interventions. The social safety net programme in Jordan and the West Bank will also be better aligned with host country social assistance schemes to offer targeting and transfer value equivalency, thereby preventing duplicative coverage, and in the case of Jordan, increasing the inclusion of populations excluded by the host country's programmes. The expected progress is presented in the performance measure below (see figure 22.XV).

Figure 22.XV

**Performance measure: total number of poor and vulnerable refugees receiving assistance (annual)**



<sup>a</sup> 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: targeting those most in need through the social safety net programme<sup>11</sup>**

### **Programme performance in 2020**

22.122 The subprogramme has continued to provide eligible refugees with in-kind food assistance and cash-based transfers under the social safety net programme. These transfers contributed to poverty mitigation for Palestine refugees across the Agency's fields of operations, with priority focus on those in abject and absolute poverty. While the social safety net programme was reformed in the Syrian Arab Republic to target beneficiaries based on vulnerability criteria, the eligibility of Palestine refugees to receive social transfers under the social safety net programme in Jordan, Lebanon, the Syrian Arab Republic and the West Bank continued to be determined based on poverty-based criteria. This entails the use of a proxy means testing formula which includes a detailed analysis of the underlying causes of poverty, costs of food commodities and socioeconomic and protection factors. In 2020, information for this analysis was obtained through data pertaining to national poverty lines and the consumer price index, as well as through telephone interviews with social safety net programme applicants, following the suspension of home visits at the onset of the COVID-19 pandemic. The proxy means testing formula allows the Agency to assess whether social safety net programme beneficiaries and applicants are in abject poverty

<sup>11</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



(food insecure) or absolute poverty (not able to meet the entire basket of basic needs, including food).

22.123 The above-mentioned work contributed to the social transfers through the social safety net programme received by 255,448 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank using poverty-based criteria and by 134,995 Palestine refugees in the Syrian Arab Republic targeted using vulnerability-based criteria. The number of recipients of social transfers reflects a decrease of approximately 4 per cent compared with 2019 owing to the challenges caused by COVID-19 in conducting home visits for the purpose of completing proxy means testing on existing and prospective social safety net programme recipients, as described in paragraph 22.122 above. The previous performance measure reflected in [A/75/6/Add.1](#) is reported in figure 22.XV.

### Proposed programme plan for 2022

22.124 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 maintain updated information on national poverty lines and the consumer price indices in the fields of UNRWA operation. The subprogramme will also continue to undertake telephone interviews or, should the public health situation allow, home visits to social safety net programme applicants by Agency social workers to conduct poverty assessments. The expected progress is presented in the performance measure below (see table 22.9).

Table 22.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Social transfers through the social safety net programme received by 255,266 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank determined through poverty-based criteria. The social safety net programme remained suspended in the Syrian Arab Republic as poverty-based targeting could not be implemented	Social transfers through the social safety net programme received by 406,511 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank determined through poverty-based criteria. The social safety net programme was reintroduced in the Syrian Arab Republic for 16,071 Palestine refugees targeted using a vulnerability-based targeting criteria	Social transfers through the social safety net programme received by 255,448 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank through poverty-based criteria and by 134,995 Palestine refugees in the Syrian Arab Republic targeted through vulnerability-based criteria	Social transfers through the social safety net programme received by a total of 479,420 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank. Universal food assistance will be introduced in Gaza, supplemented by cash assistance targeted through vulnerability-based criteria	Social transfers through the social safety net programme received by a total of 530,000 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank. Progress on the reform of the social safety net programme in Lebanon and progress on preparations for reform of the social safety net programme in Jordan and the West Bank

### Result 3: safe and habitable shelters for vulnerable Palestine refugees

#### Proposed programme plan for 2022

22.125 Since their establishment, the 58 official refugee camps across the Agency's five fields of operation have transformed from temporary shelters into highly urbanized and overcrowded spaces. Owing to conflict, increases in the refugee population, difficult economic conditions and limited space, many shelters have become critically substandard. The majority of shelters contain asbestos, zinc or temporary roofing that constitute acute health risks, and many also suffer from poor sanitation and a lack of ventilation. As of 2020, there were an estimated 40,000 substandard shelters, excluding those that have been affected by hostilities in Lebanon, the Syrian Arab Republic and Gaza. The subprogramme is dedicated to upgrading critically substandard shelters and prioritizes support for the most vulnerable Palestine refugees in accordance with a number of criteria, including poverty status, family size, number of persons in the family with a disability, amount of time waiting for shelter rehabilitation and the type of head of household (e.g. female, or custodian or guardian of orphans). In 2020, the subprogramme rehabilitated 561 substandard shelters in Jordan, Lebanon, Gaza and the West Bank.

#### *Lessons learned and planned change*

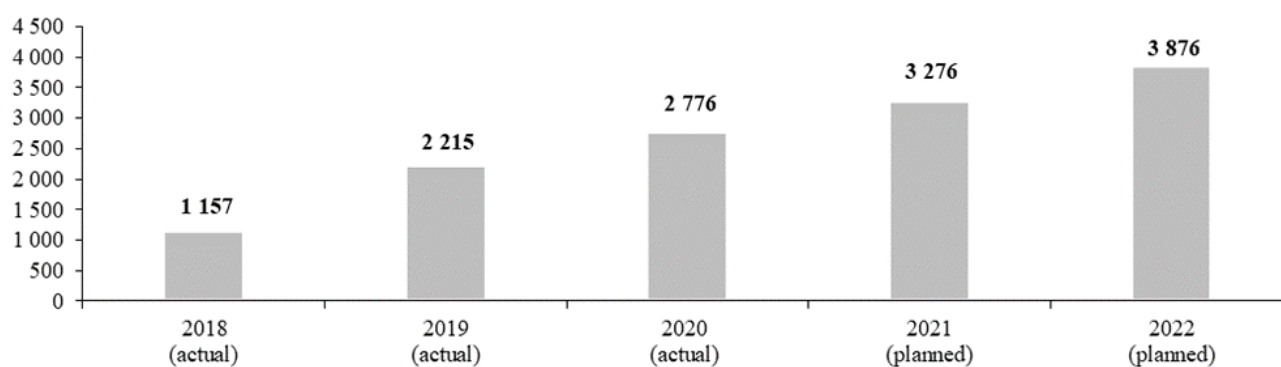
22.126 The lesson for the subprogramme was that shelter rehabilitation is most successful when the primary beneficiaries are fully engaged. In applying the lesson, the subprogramme will promote the use of the self-help approach, whereby the families whose shelters are being rehabilitated manage the works, with the Agency's technical support and supervision. The expansion of the self-help approach is expected to increase the satisfaction rate of beneficiaries of UNRWA shelter rehabilitation assistance.

#### *Expected progress towards the attainment of the objective, and performance measure*

22.127 This work is expected to contribute to the objective, as demonstrated by an increase in the total number of families who have benefited from improved shelter conditions (see figure 22.XVI).

Figure 22.XVI

**Performance measure: total number of families benefiting from improved shelter conditions (cumulative)**



### Deliverables

22.128 Table 22.10 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.

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Table 22.10**Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory**

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*Category and subcategory*

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**C. Substantive deliverables****Direct service delivery:** some 1.9 million food and cash transfers provided to beneficiaries.

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## Programme 23

### Humanitarian assistance

#### Legislative mandates

23.1 The list below provides all mandates entrusted to the programme.

##### *General Assembly resolutions*

<a href="#">46/182</a> ; <a href="#">75/127</a>	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	<a href="#">69/313</a>	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
<a href="#">47/120</a> A and B	An Agenda for Peace: preventive diplomacy and related matters	<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development
<a href="#">52/12</a>	Renewing the United Nations: a programme for reform	<a href="#">72/305</a>	Review of the implementation of General Assembly resolution <a href="#">68/1</a> on the strengthening of the Economic and Social Council
<a href="#">52/167</a>	Safety and security of humanitarian personnel		
<a href="#">60/1</a>	2005 World Summit Outcome	<a href="#">74/160</a>	Protection of and assistance to internally displaced persons
<a href="#">62/208</a>	Triennial comprehensive policy review of operational activities for development of the United Nations system	<a href="#">74/306</a>	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
<a href="#">67/226</a> ; <a href="#">75/233</a>	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	<a href="#">75/124</a>	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
<a href="#">68/1</a>	Review of the implementation of General Assembly resolution <a href="#">61/16</a> on the strengthening of the Economic and Social Council	<a href="#">75/125</a>	Safety and security of humanitarian personnel and protection of United Nations personnel

##### *Economic and Social Council resolution*

<a href="#">2019/14</a>	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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##### *Security Council resolutions*

<a href="#">1265</a> (1999)	<a href="#">2531</a> (2020)
<a href="#">1894</a> (2009)	<a href="#">2532</a> (2020)
<a href="#">2222</a> (2015)	<a href="#">2533</a> (2020)
<a href="#">2286</a> (2016)	<a href="#">2534</a> (2020)
<a href="#">2417</a> (2018)	<a href="#">2540</a> (2020)
<a href="#">2474</a> (2019)	<a href="#">2542</a> (2020)
<a href="#">2475</a> (2019)	<a href="#">2543</a> (2020)
<a href="#">2514</a> (2020)	<a href="#">2550</a> (2020)
<a href="#">2520</a> (2020)	<a href="#">2552</a> (2020)
<a href="#">2522</a> (2020)	<a href="#">2556</a> (2020)
<a href="#">2524</a> (2020)	

## Programme of work

### Subprogramme 1 Policy and analysis

#### Objective

23.2 The objective, to which this subprogramme contributes, is to improve the strategic and operational coherence of humanitarian response.

#### Deliverables

23.3 Table 23.1 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 23.1

#### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Report of the Secretary-General on the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. Report of the Secretary-General on the protection of civilians	1	1	1	1
3. Report of the Secretary-General on natural disasters	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
4. Meetings of the Third Committee	1	1	1	1
5. Meetings of the Expert Group on the Protection of Civilians	4	4	4	4
6. Meetings of the Economic and Social Council humanitarian affairs segment	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
7. Organization of forums/workshops with academic institutions and non-governmental organizations to promote humanitarian assistance and to address humanitarian concerns	3	3	3	3
<b>Technical materials</b> (number of materials)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
8. Strategy papers, policy tools and guidance notes for humanitarian agencies on the relation among the political, humanitarian assistance and human rights dimensions of the United Nations response to crises	1	1	1	1
9. Studies, guidance and policy analysis on developments in the humanitarian sector	1	1	1	1

### Subprogramme 2 Coordination of humanitarian action and emergency response

#### Objective

23.4 The objective, to which this subprogramme contributes, is to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies.

## Deliverables

23.5 Table 23.2 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 23.2

### 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Report to the General Assembly on the Central Emergency Response Fund	1	1	1	1
2. High-level pledging events on the provision of international assistance to countries affected by humanitarian emergencies	3	3	3	3
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2
<b>B. Seminars, workshops and training events</b> (number of days)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
4. Workshops on humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	2	2	2
<b>C. Substantive deliverables</b>				
<b>Humanitarian assistance missions:</b> strategy-building missions to review humanitarian needs and design appropriate response strategies.				
<b>Consultation, advice and advocacy:</b> briefings to the Security Council on specific complex emergency situations; meetings with donors, informal briefings and consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for 27 countries and regions affected by humanitarian emergencies; meetings with humanitarian organizations in more than 30 countries on operations, policies and coordination arrangements; and meetings with Member States, regional organizations and the private sector on common humanitarian actions.				
<b>Databases and substantive digital materials:</b> access to monitoring mechanisms in support of operational partners.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> delivering of grants from the Central Emergency Response Fund for new and protracted emergencies and of grants from the country-based pool funds.				

## Subprogramme 3 Natural disaster risk reduction

### Objective

23.6 The objective, to which this subprogramme contributes, is to prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters.

### Deliverables

23.7 Table 23.3 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 23.3

**Subprogramme 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual) and effective global response to address the impacts of the El Niño phenomenon (biennial)	2	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
3. General Assembly plenary (Second Committee), agenda item on sustainable development.	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>29</b>	<b>30</b>	<b>29</b>	<b>30</b>
4. National, regional and interregional projects related to the implementation of the Sendai Framework	29	30	29	30
<b>Seminars, workshops and training events</b> (number of days)	<b>323</b>	<b>332</b>	<b>323</b>	<b>330</b>
5. Capacity development training and workshops for regional, national and local disaster risk reduction planning and implementation and monitoring of the Sendai Framework	323	332	323	330
<b>Publications</b> (number of publications)	<b>3</b>	<b>2</b>	<b>5</b>	<b>3</b>
6. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	—	1	1
7. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
8. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	—	—	2	—
9. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>11</b>	<b>14</b>	<b>14</b>	<b>15</b>
10. Best practices, standards, guidance and other tools to promote learning and knowledge-sharing for the monitoring and implementation of the Sendai Framework	6	10	10	10
11. Policy guidance on the application of risk knowledge	—	4	1	4
12. Outcome documents of the regional and global platforms	5	—	3	1

**C. Substantive deliverables**

**Consultation, advice and advocacy:** provide advice and support related to the formulation and improvement of 50 regional, national and local disaster risk reduction strategies and plans as well as advice formulated on 5 national early warning systems and mechanisms; support for risk governance capacities of 14 regional and subregional intergovernmental organizations; facilitate the implementation of the United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development; support private sector in risk analytics for risk-informed decision-making and risk reduction through partnership with the Insurance Development Forum and engagement in the InsuResilience Global Partnership; advocate for policy coherence on disaster risk reduction across sectors, including through engagement with the Conference of States Parties on the Rights of Persons with Disabilities, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the Economic and Social Council integration segment, and other intergovernmental processes, to advance the implementation of the Sendai Framework.

**Databases and substantive digital materials:** maintenance and further enhancement of the Sendai Framework monitor for monitoring and reporting on progress against the Sendai Framework targets; assistance in establishing and managing disaster loss databases for 120 countries and territories.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and informative materials:</b> organization of high-level global and regional meetings on disaster risk reduction; World Tsunami Awareness Day events; Sendai Seven Campaign: Seven Targets, Seven Years/International Day for Disaster Reduction events; and newsletters, press releases and notes verbales on Sendai Framework monitoring published and/or disseminated.				
<b>External and media relations:</b> high-level advocacy of the Special Representative of the Secretary-General for Disaster Risk Reduction through high-level advocacy missions, press releases, op-eds, web stories, social media posts, videos and press coverage.				
<b>Digital platforms and multimedia content:</b> maintenance and further enhancement of PreventionWeb, the online knowledge platform for disaster risk reduction; maintenance and enhancement of the Sendai Framework voluntary commitments online platform with more than 75 voluntary commitments recorded.				

## Subprogramme 4 Emergency support services

### Objective

23.8 The objective, to which this subprogramme contributes, is to expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

### Deliverables

23.9 Table 23.4 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 23.4

#### Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	5	5	5	5
1. Project on interoperability of response tools and procedures	1	1	1	1
2. Projects on response capacity-building	4	4	4	4
<b>Seminars, workshops and training events</b> (number of days)	50	43	50	50
3. Regional and international training sessions, workshops and simulation exercises on various response services and field coordination (e.g., United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; environmental emergency response; International Search and Rescue Advisory Group; humanitarian programme cycle)	50	43	50	50
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
<b>Humanitarian assistance missions:</b> 5–10 United Nations humanitarian civil-military coordination support missions annually (upon request); 3–10 United Nations Disaster Assessment and Coordination Team missions annually (subject to occurrence of disasters and at the request of disaster-affected governments or humanitarian country teams); provision of humanitarian coordination support for emergency core relief; and provision of technical support for rapid assessment and emergency preparedness planning.				



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<p><b>Databases and substantive digital materials:</b> guidance, tools and handbooks on humanitarian coordination response services annually, including: revision of International Search and Rescue Advisory Group guidelines; update and maintenance of electronic tools related to rapid response and humanitarian coordination; update and maintenance of the roster for humanitarian coordinators.</p>				
<p><b>D. Communication deliverables</b></p>				
<p><b>Outreach programmes, special events and information materials:</b> annual partnership and outreach event to facilitate collaboration and interoperability among 2,000 stakeholders, including humanitarian responders; and approximately 3–5 norms/guidance/tools on emergency response services annually.</p>				
<p><b>Digital platforms and multimedia content:</b> update and maintenance of websites dedicated to various technical humanitarian response services.</p>				

## Subprogramme 5

### Humanitarian emergency information and advocacy

#### Objective

23.10 The objective, to which this subprogramme contributes, is to ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies.

#### Deliverables

23.11 Table 23.5 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 23.5

#### Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory
<p><b>C. Substantive deliverables</b></p> <p><b>Consultation, advice and advocacy:</b> support for humanitarian partners to strengthen community engagement; authoritative, comprehensive information and analysis on humanitarian needs and response: consolidated information and analysis on crises and high-risk countries (e.g., multi-stakeholder intersectoral analysis outputs); quality-assured data for use by more than 1,000 operational partners; and chairing of a humanitarian communications group that includes both United Nations and NGO members to help strengthen advocacy and consistency in messaging and the planning and sequencing of communications content.</p> <p><b>Databases and substantive digital materials:</b> updating and maintenance of field guides, maps and other logistics information for more than 1,000 humanitarian operational partners on the ground; establishment of information management standards for information exchange in the humanitarian community, reporting templates and guidance, including shared data standards among operational partners; databases and electronic tools related to humanitarian response and response coordination; International Search and Rescue Advisory Group urban search and rescue directory; and common risk and vulnerability assessment methodologies and tools.</p>
<p><b>D. Communication deliverables</b></p> <p><b>Outreach programmes, special events and information materials:</b> information materials on advocacy on coordination of humanitarian action; organization of World Humanitarian Day and other real or virtual events on humanitarian issues and concerns, including exhibitions, seminars and public events, possibly through digital platforms; use of campaigns, special events and traditional and social media to advocate for humanitarian issues and specific emergency situations; and more proactive outreach and engagement through new and current digital platforms to inform and mobilize resources and support, including by reaching the highly digitized segment of people aged 15–34 and maximizing awareness and engagement to further support people affected by humanitarian crises.</p>

**External and media relations:** a proactive approach to media engagement and activity; provide daily updates to United Nations correspondents through the noon briefing and deliver the twice-weekly Palais des Nations briefings in Geneva; regular informal and formal media briefings around the world, story pitches and interview offers to advocate for assistance for people caught in humanitarian crises while showing the value added by the Office's work; and support for global fundraising through a comprehensive communications strategy for the launch of the Global Humanitarian Overview (annual consolidated appeals) in support of the Central Emergency Response Fund and of pledging conferences for large humanitarian crises.

**Digital platforms and multimedia content:** manage and support humanitarian community digital platforms used by a global audience of more than 15 million people per year, such as ReliefWeb, humanitarianresponse.info and Humanitarian Data Exchange; guidance, templates and training on various reporting products, including situation report and humanitarian snapshot; and video and other multimedia content on international humanitarian law, international human rights law, humanitarian principles and protection of civilians, including gender-based violence in conflicts.

**E. Enabling deliverables**

**Information and communications technology:** product support for Office for the Coordination of Humanitarian Affairs collaboration services and global information and communications technology group, information and communications technology emergency response and business continuity services, business intelligence and data analysis services.

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## Programme 24

### Global communications

#### Legislative mandates

24.1 The list below provides all mandates entrusted to the programme.

##### *General Assembly resolutions*

13 (I)	Organization of the Secretariat	74/128	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
168 (II)	United Nations Day		
423 (V)	Human Rights Day		
32/40 B	Question of Palestine		
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	75/23	Special information programme on the question of Palestine of the Department of Global Communications of the Secretariat
36/67	International Year of Peace and International Day of Peace	75/25	Follow-up to the Declaration and Programme of Action on a Culture of Peace
54/134	International Day for the Elimination of Violence against Women	75/80	United Nations Disarmament Information Programme
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	75/101 A	Questions relating to information: information in the service of humanity
57/129	International Day of United Nations Peacekeepers	75/101 B	Questions relating to information: United Nations global communications policies and activities
60/7	Holocaust remembrance	75/121	Dissemination of information on decolonization
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	75/237	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade		
64/13	Nelson Mandela International Day		

#### Programme of work

##### Subprogramme 1

##### Strategic communications services

##### Objective

24.2 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

##### Deliverables

24.3 Table 24.1 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 24.1

**Subprogramme 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24
3. International Media Seminar on Peace in the Middle East	2	2	2	2
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences through lectures, exhibits and the organization of more than 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g., civil society, youth, academia, governments and the private sector) and working in some 120 languages.				
<b>External and media relations:</b> press conferences, briefings and panel discussions on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and production of radio and television programmes.				
<b>Digital platforms and multimedia content:</b> flagship and other social media accounts, campaigns and multilingual websites managed by United Nations information centres.				

## Subprogramme 2

### News services

### Objective

24.4 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

### Deliverables

24.5 Table 24.2 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 24.2

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>
<b>D. Communication deliverables</b>
<b>External and media relations:</b> accreditation of and services to 1,000 members of the media, covering the United Nations meetings; coverage of intergovernmental meetings; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly.

## Category and subcategory

**Digital platforms and multimedia content:** daily multimedia content – audio, video and text – in the six official languages and three non-official languages (Hindi, Kiswahili and Portuguese) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; creation, updating and maintenance of the core United Nations website (including the home page), 185 United Nations observances and major global campaigns in the six official languages; assistance to United Nations entities to ensure that their websites meet the requirements for United Nations language parity (some 43 websites); live television coverage, including live streams, and the posting of on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters; and provision of audiovisual library services to delegates, media outlets and others.

### Subprogramme 3

#### Outreach and knowledge services

#### Objective

24.6 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

#### Deliverables

24.7 Table 24.3 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 24.3

#### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Reports for the General Assembly on questions of information and on the activities of the Department of Global Communications: strategic communications services, news services and outreach and knowledge services	4	4	4	4
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
2. Meetings of the Committee on Information	20	20	20	20
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>193</b>	<b>236</b>	<b>193</b>	<b>276</b>
3. Briefings and communications workshops for non-governmental organizations and orientation programme for newly associated non-governmental organizations	27	15	27	30
4. Training courses, seminars and workshops on Dag Hammarskjöld Library services and training courses for iSeek content creators, editors and focal points	145	215	145	225
5. Reham Al-Farra Memorial Journalists' Fellowship Programme	21	6	21	21
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> partnerships with civil society, academic institutions and other entities; educational and promotional materials on United Nations activities, such as UN Chronicle and Basic Facts about the United Nations, and briefing programmes on a broad range of United Nations topics; responses to public enquiries and special kits for teachers; selection, design, organization and installation of exhibits at United Nations Headquarters and online; multilingual guided tours to more than half a million visitors in 20 languages; outreach programme with prominent personalities, including Messengers of Peace and other celebrities, as advocates; special events and promotion of observances of				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
selected commemorative days and years; Creative Community Outreach Initiative resulting in the United Nations or a United Nations issue being featured in a film, television or theatre product; graphic design products in support of branding, communication campaigns and information materials; student events, such as global videoconferences; guidance and expert advice to 850 organizations that host around 260,000 students at Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.				
<b>External and media relations:</b> press conferences and press releases to announce new outreach partnerships and special events; and exhibit openings.				
<b>Digital platforms and multimedia content:</b> updating and maintenance of iSeek, the primary internal communications platform of the Secretariat for all users across the world; publishing articles; conducting training for more than 1,000 participants; and maintenance of e-deleGATE and United Nations Development Business.				
<b>Library services:</b> United Nations digital commons: a secure digital United Nations central repository (the United Nations Digital Library); information and knowledge services: online Library products for the Library's global public, loan and related services and the provision of direct and targeted research to representatives of Member States; wider community engagement: web and social media presence, events and lectures and management of the United Nations System Electronic Information Acquisition Consortium and the United Nations Depository Library Programme; and curation of diverse library content.				

## **Programme 25**

### **Management and support services**

#### **Section 29A**

#### **Department of Management Strategy, Policy and Compliance**

#### **Overall orientation**

#### **Mandates and background**

25A.1 Driving the management paradigm shift, including supporting the new peace and security architecture and the development system reforms, the Department of Management Strategy, Policy and Compliance is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authority in an environment of decentralized management. It will contribute to enabling a culture of continuous learning and accountability and promote innovation, inclusion and environmental sustainability in business models throughout the Secretariat. The Department of Management Strategy, Policy and Compliance is also responsible, jointly with the Department of Operational Support, for managing the activities of the Office of Information and Communications Technology. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 A](#), [72/266 B](#), [72/254](#) and [73/281](#). The Department of Management Strategy, Policy and Compliance plays an integral role in realizing the Secretary-General's new management paradigm, with an emphasis on transparency, accountability and decision-making that is closer to points of delivery.

#### **Strategy and external factors for 2022**

25A.2 The strategy for 2022 includes continuing to advance the new management paradigm through an integrated approach, with three interlinked pillars: programme planning, finance and budget; human resources; and business transformation and accountability. The Department will:

(a) Commit to new ways of working, including through the formulation of holistic policies and approaches that foster the achievement of tangible results, including through renewed investment in technology and commitment to continuous improvement;

(b) Strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies, by guiding, monitoring and adjusting the post-coronavirus disease (COVID-19) "next normal" working methods at United Nations Headquarters to continually adapt to changing environments, risks and opportunities;

(c) Drive results-based management policies and practices into the daily functioning and culture of the Organization, together with an integrated cycle of planning, risk and performance management, and evaluation;

(d) Foster greater transparency and accountability envisaged to engender greater credibility and trust in the capabilities of the United Nations as an organization, both by Member States and the people that it serves;

(e) Enhance data analysis and reporting capabilities that enable real-time, user-friendly access to data to support informed decision-making and improved management of risks to achieve the objectives of the United Nations;

(f) Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system;

(g) Work towards the implementation of a dynamic human resources strategy that fosters greater diversity, supports managers in finding the right people, provides a strengthened learning framework, supports the development of new competencies, talents and strengthened multilingualism, ensures a civil and safe work environment and promotes a culture of continuous learning, innovation and improvement to actively build a better United Nations.

25A.3 The Department will continue to provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination within the Secretariat, as well as with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.

25A.4 Having laid the foundation for greater decentralization, the main challenge will continue to be to accelerate the culture shift required to fully implement the new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.

25A.5 Through the new Enterprise Resource Planning Solution Division, which came into existence on 1 January 2021, the Department will continue to enable business transformation that leverages current and future trends in enterprise resource planning solutions. The Umoja solution and its accompanying business intelligence framework will allow the Department to respond to organizational requirements for better and more timely decision-making, enhanced accountability systems and the rapid adoption of newly identified best practices, as well as strengthened support for real-time data access, augmented and predictive analytics and planning and monitoring capabilities.

25A.6 The proposed component 3, Management advisory services, of subprogramme 1 comprises two components that were previously reflected under subprogramme 1, namely component 4, Management evaluation component for the administration of justice, and component 3, Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, as well as organizational resilience management capacity previously reflected under subprogramme 4, Business transformation and accountability. In response to the recommendation of the Joint Inspection Unit in its 2011 review of business continuity management and in the light of experience gained during 2020, it is proposed that the organizational resilience management capacity be redeployed to the Office of the Under-Secretary-General for Management Strategy, Policy and Compliance as the Sustainability and Resilience Management Unit, to more fully reflect the expanded nature of its activities.

25A.7 With regard to cooperation with other entities, the Department will continue to support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.



25A.8 With regard to inter-agency coordination and liaison, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) and its networks.

25A.9 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that all stakeholders will extend their full cooperation and support to the Department in implementing its mandates.

25A.10 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.

25A.11 The Department integrates geographical diversity and gender perspectives in its operational activities, deliverables and results, as appropriate. For example, subprogramme 3 will align the global outreach activities to achieve the goals of the Secretariat's geographical diversity strategy and the United Nations system-wide strategy on gender parity, conduct a comprehensive examination of the Secretariat's recruitment methods from a diversity perspective to eliminate any potential unconscious bias or other inclusion issues and continue efforts to expand the availability of a diverse pool of qualified candidates for future vacancies through the use of innovative mechanisms such as pipelines and talent pools. Integrating a gender perspective, it will provide advice to senior managers on conduct and discipline matters and administrative appeals and on critical incidents. With regard to substantive digital materials, the gender perspective is also incorporated, in particular with regard to victim assistance. For subprogramme 4, the integrated business transformation approach will ensure that gender-related aspects are considered and more easily analysed and monitored. The Department will play a leadership role in driving the Secretary-General's system-wide strategy on the future of work and continues to support efforts to achieve gender parity and address sexual harassment in the workplace. Furthermore, the Department will work towards the equitable geographical representation of Member States in the Secretariat workforce and prioritize the integration of environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a change in culture at all levels of the Secretariat.

25A.12 The Department will also support Secretariat-wide efforts on disability inclusion through the implementation of the United Nations Disability Inclusion Strategy. The Department will continue to elevate awareness of disability inclusion within it and support entities by mainstreaming disability inclusion in human resources strategy and policy, particularly in the areas of leadership, inclusiveness and organizational culture, which are core areas of the strategy.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

25A.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department of Management Strategy, Policy and Compliance. The impact included a reprioritization of resources under executive direction and management to lead and coordinate efforts in response to the emerging and evolving pandemic throughout the course of 2020, both at the Secretariat and

departmental level. As Alternate Chair of the Senior Emergency Policy Team, the Under-Secretary-General and her Office were required to shift focus from planned activities to address the pandemic, including through extensive coordination and consultation activities across several departments, and concentrate efforts on the coordination and dissemination of COVID-19-specific policies, guidance and communications. A number of planned deliverables were not carried out, for example, planned travel for meetings of the High-level Committee on Management and the Staff-Management Committee and meetings on the strategic heritage plan of the United Nations Office at Geneva, as well as visits to the Office and peacekeeping missions. Meetings and events had to be reconfigured to a virtual environment or were cancelled or postponed as a result of COVID-19. The response to the pandemic also required a reprioritization of resources towards the health and well-being of personnel, including in the area of mental health. Specific examples of the impact are provided under subprogramme 1 (components 2 and 3), subprogramme 2 (component 2), subprogramme 3 (component 1) and subprogramme 4. The change in approach regarding planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogramme 2 (component 2).

25A.14 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 clients on issues emerging during the COVID-19 pandemic. Those modifications and new activities included several enhancements to Umoja; a proactive response to possible disruptions in the payments system; the establishment of the enterprise risk management task force to support Secretariat entities on issues related to COVID-19; and the expansion of the Secretariat-wide risk register. 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 subprogramme 2 (component 1).

25A.15 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States and clients, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned demonstrated that although virtual meetings have been critical in the context of COVID-19, engaging in person remains important for certain types of meetings, such as exchanges on sensitive matters at United Nations Headquarters. Since these types of engagements are the most effective when carried out in person, there is a need to employ a hybrid approach in the future while maintaining the majority of savings.

## Legislative mandates

25A.16 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

52/12 A and B	Renewing the United Nations: a programme for reform	61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
58/269	Strengthening of the United Nations: an agenda for further change		
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	72/254 72/266 A and B	Human resources management Shifting the management paradigm in the United Nations
60/1	2005 World Summit Outcome		

73/281	Shifting the management paradigm in the United Nations: comparative assessment of human resources structures	75/252	Questions relating to the proposed programme budget for 2021
75/243	Programme planning	75/253	Special subjects relating to the proposed programme budget for 2021

## Deliverables

25A.17 Table 25A.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25A.1

### Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>8</b>	<b>18</b>	<b>8</b>	<b>8</b>
1. Meetings of the Fifth Committee of the General Assembly	3	4	3	3
2. Meeting of the Special Committee on Peacekeeping Operations	1	5	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	8	3	3
4. Meeting of the Committee for Programme and Coordination	1	1	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation and engagement with Member States on matters relating to the work of the Department.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> information and engagement events; articles and videos; newsletters.				
<b>Digital platforms and multimedia content:</b> maintenance and update of a total of four websites, intranet and social media accounts of the Department of Management Strategy, Policy and Compliance.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> six meetings of the Management Client Board; and two meetings of the Arts Committee.				

## Evaluation activities

25A.18 A self-evaluation by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support on the efficacy of the Management Client Board is planned for 2022.

## **Programme of work**

### **Subprogramme 1**

#### **Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services**

### **Component 1**

#### **Enterprise resource planning solution**

### **Objective**

25A.19 The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

### **Strategy**

25A.20 To contribute to the objective, in line with mandates, the component will support business transformation in the areas of programme planning, programme management, monitoring of programme delivery, and data and business analytics by harmonizing processes and practices and using modern technology.

25A.21 The component will continue to support the Organization by building upon its business intelligence platforms to support access to real-time data, augmented and predictive analytics, including machine learning and natural language processing, and planning capabilities. This is predicated on the deployment of the SAP Analytics Cloud.

25A.22 Established on 1 January 2021, the component reports to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. The focus of the component, in addition to the support, monitoring and upgrading of the Umoja system, is to meet evolving business needs through continuous improvements directed by the business. The component will work with business areas to translate requirements into integrated functional solutions that are built whenever possible through out-of-the-box solutions that have sustainable road maps and meet Umoja architectural standards. The business will take on responsibility for testing, training and change management, with the component to assist where required.

25A.23 The above-mentioned work is expected to result in:

- (a) A more efficient and transparent management of the Organization's financial, human and physical resources;
- (b) Better and more timely decision-making by management through access to advanced analytics;
- (c) The application and rapid adoption of newly identified best practices by the Organization;
- (d) The continued effective operation of the Organization and of alternate working arrangements, as Umoja functionality will underpin the Organization's work beyond the pandemic.

## Programme performance in 2020

25A.24 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Uninterrupted and seamless Umoja functionalities during the COVID-19 pandemic

25A.25 The Organization had to react quickly to the challenges posed by the COVID-19 pandemic, resulting in, among other things, a protracted period and level of telecommuting never before experienced. Changes made to administrative guidelines to cater for the new reality had to be implemented in the Umoja system, so as to allow for staff members to accurately record and request the adjusted entitlements, as well as to ensure business continuity. The component implemented changes to the configuration and coding in multiple modules of the system in order to accommodate the new reality facing the Organization. These changes included: (a) a new telecommuting type, “Telecommuting COVID-19”, for tracking alternate working arrangements, distinct from flexible working arrangements; (b) the carrying over of unused annual leave as at 31 March 2020; (c) an increase of the uncertified sick leave quota from 7 to 14 days for the leave cycle from 1 April 2020 to 31 March 2021; and (d) the advance disbursement of staff salaries, with payment dates and payroll areas adjusted to enable such a change. In addition, the component enabled the seamless access to human resources, finance, budget, procurement, supply chain and conference and event management data, as well as analytics.

25A.26 The component supported the Organization’s management of the liquidity crisis. The ability to track and monitor the entire life cycle of expenditures and all cash movements across all funding sources gave extraordinary visibility, not available hitherto, to analyse the cash inflows and outflows in a very granular fashion by types of commitments, entities and other criteria. The ability to break down staff costs by post occupancy for each post on the basis of each day rather than each month allowed more granular control over staff cost spending, which is around 75 per cent of the regular budget. Umoja also provided new features, such as funding blocks, that allow controls over spending that are easy to implement.

25A.27 Also key to managing during the liquidity crisis, Umoja’s ability to analyse the spending patterns of each entity across the past five years by budget line, and to analyse the lag between a commitment of funds (budget consumption) and the outflow of cash, was critical to forecasting cash outflows and adjusting commitments based on expected liquidity.

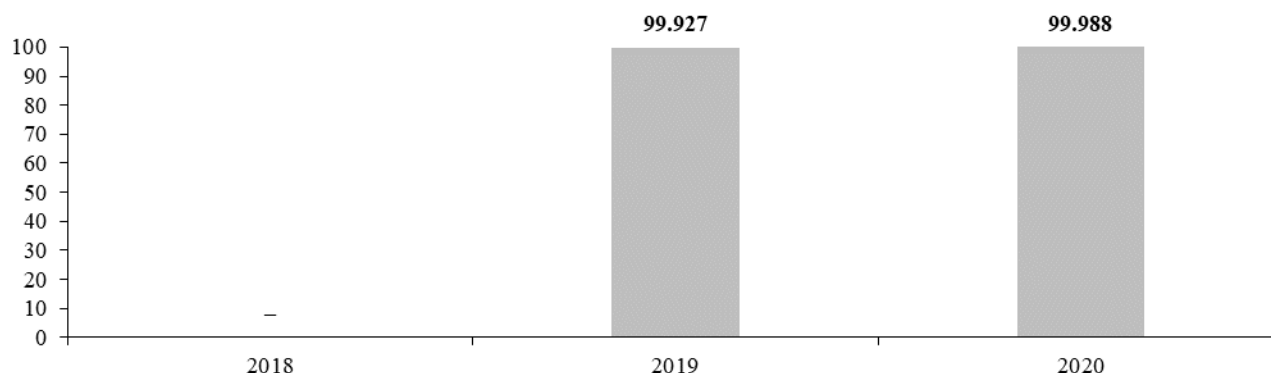
### *Progress towards the attainment of the objective, and performance measure*

25A.28 The above-mentioned work contributed to the objective, as demonstrated by the 99.988 per cent uptime of the Umoja system in 2020 compared with 99.927 per cent in 2019, with no comparative data available for 2018, since the methodical tracking of system uptime started in 2019 only (see figure 25A.I). The seamless integration of the changes to the Umoja system required as a result of COVID-19 facilitated the ability of staff to undertake their work in Umoja remotely and to have access to all of their data, and the timely and effective functioning of the Organization through the pandemic.

Figure 25A.I

**Performance measure: uptime of the Umoja system**

(Percentage)

**Impact of COVID-19 on component delivery**

25A.29 In response to the pandemic, the component identified new activities to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives. The Umoja solution has facilitated the Organization's transition to working away from the office during the pandemic. The nature of the solution, and its accessibility, integration and transparency, was such that it played an instrumental role in keeping the Organization operational during the crisis. All its functionality was accessible to users from remote and home locations. The component was also able to maintain the software remotely. Additionally, the component was able to carry out several enhancements to the system to support new policies and procedures necessary for dealing with the response to the pandemic without interruption to the completion of its established goals. The following are a representative sample of changes to Umoja that were designed and implemented to support business continuity during the pandemic: (a) danger pay for a limited group of staff directly involved in certain COVID-19 operations; (b) the bulk salary advances solution to easily process mass salary advances for an entity or a group of staff; and (c) medevac and first line of defence<sup>1</sup> payroll cost recovery, in which Umoja payroll was configured to include a global cost recovery mechanism for financing the costs for pandemic-related expenses for the United Nations system-wide medevac arrangements and the augmentation of medical facilities, including COVID-19 testing, in United Nations system hospitals and clinics. The additional activities contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

25A.30 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

<sup>1</sup> The first line of defence framework was developed in the context of the COVID-19 pandemic to contribute to the operational continuity of the United Nations country teams on the ground and to ensure the safety and health of the United Nations personnel and their families through the provision of COVID-19-related and other health-care services.

## Result 1: supporting managers in leveraging the new capabilities offered by Umoja Extension 2<sup>2</sup>

### Programme performance in 2020

25A.31 The component, in cooperation with the Office of the Controller, as well as other stakeholders of the performance dashboard, has deployed a key component of the strategic planning, budgeting and performance management solution, combining strategic planning and programme performance information with budget consumption and post-incumbency data in real time in a user-friendly interface. Initially deployed for six pilot peacekeeping missions in October 2019, the dashboard for the regular budget entities, including special political missions, was deployed in May 2020, following the adaptation to the new regular budget annual results framework. At the end of July 2020, the component launched a new Member States' contributions portal as part of the Umoja suite of applications. The portal contains daily data from Umoja on the status of Member States' contributions for assessed budgets. Furthermore, the component launched the budget information pilot, which was custom-designed to provide budget data from Umoja. The financial budget tables and schedules included in budget reports, performance reports and supplementary documents are being made available incrementally to the Advisory Committee on Administrative and Budgetary Questions and to the Fifth Committee of the General Assembly. For all of these solutions, the component developed user-friendly interfaces, which are accessible through desktop computers, tablets or other mobile devices using a secure login.

25A.32 The above-mentioned work contributed to increased access to data for managers and Member States in alignment with the Secretary-General's commitment to transparency, which met the planned target reflected in the proposed programme budget for 2020 and the twelfth and final progress report of the Secretary-General on the enterprise resource planning project ([A/75/386](#)).

### Proposed programme plan for 2022

25A.33 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will implement new tools, such as interactive dashboards for human resources and uniformed capabilities management, that enable further analytical reporting for decision-making. Working with all the business areas and subprogramme 4, the component will design and deliver common data models and customized visualizations for Member States, leveraging rich data from Umoja and other internal and external systems. The expected progress is presented in the performance measure below (see table 25A.2).

Table 25A.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and	Deploying and stabilizing the Umoja Extension 2 functionalities and adapting Umoja, as a reform enabler, to the	Increased access to data for managers and Member States in alignment with the Secretary-General's commitment to transparency and	Continuous improvements, enhancements and data analytics enabling process improvements and better-informed	Continuous improvements, enhancements and data analytics enabling process improvements and better-informed

<sup>2</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 29A\)](#)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
developing the building blocks for the Umoja Extension 2 functionalities	evolving needs of the reform pillars	deployed Umoja Extension 2 functionality	decisions on resources	decisions on resources

<sup>a</sup> 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: business transformation and process improvements<sup>3</sup>

### Programme performance in 2020

25A.34 The component has contributed to the improvement of the management of the Organization's resources for its work in line with mandates, which is demonstrated by the availability of results-driven resource planning, implementation and monitoring and supported by richer data analytics for timely decision-making. The component deployed the strategic planning, budgeting and performance management solution to all Secretariat entities. Following the deployment, the solution was enhanced with an additional module for travel budgeting, and significant changes were made to the position model while the component further streamlined the summary model. The solution was also extended to include a new recosting engine that enabled the implementation of a more accurate recosting methodology by the Programme Planning and Budget Division by applying better currency usage patterns, and therefore more realistic exchange rate and inflation adjustments. Furthermore, the component deployed the performance monitoring module within the strategic planning, budgeting and performance management solution that is used for programme implementation and supports performance management for the regular budget. The corresponding performance monitoring module for the peacekeeping budget was further enhanced in May 2020.

25A.35 The above-mentioned work contributed to the availability of results-driven resource planning, implementation and monitoring modules supported by richer data analytics for timely decision-making by programme managers, which met the planned target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25A.36 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will explore further integration opportunities and areas for continuous improvement in cooperation with stakeholders and broaden its analytics offerings. The expected progress is presented in the performance measure below (see table 25A.3).

<sup>3</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).



Table 25A.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Reporting capabilities are available to all users	Reporting capabilities and dashboards are available to selected entities	Results-driven resource planning, implementation and monitoring modules supported by richer data analytics are available for timely decision-making by programme managers	Dashboards/ analytics capabilities are available to all users, including Member States	End users, including programme managers, interact with data through self-service analytics and are provided with the ability to rapidly develop reports with real-time access to their data, empowering timely, informed decision-making

<sup>a</sup> 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: advanced analytics for staff and Member States

#### Proposed programme plan for 2022

25A.37 Transitioning to a mainstreaming phase in providing solutions to business needs, the component provided its techno-functional expertise for the ongoing maintenance of and upgrades and continuous improvements to the Umoja system, which has been fully deployed since the end of 2020. The component also provided enhanced analytics capability to staff and senior management as well as to Member States that have transitioned to cloud-based advanced enterprise-wide analytics.

#### *Lessons learned and planned change*

25A.38 The lesson for the component was that early, extensive and sustained business engagement is critical for improving adoption and ensuring future ownership of the solution by the business. Extended business teams are one way to assist in this regard through requirement-gathering, solution design, the development of training content and hypercare. In applying the lesson, the component will work with its stakeholders and through its new governance mechanism, outlined in the twelfth and final progress report of the Secretary-General on the enterprise resource planning project ([A/75/386](#)), and in partnership with the Department of Operational Support, to continue to ensure that these lessons obtained through the extended business teams are applied going forward. In 2021, the implementation of the SAP Analytics Cloud will begin to enable the deployment of the advanced analytics capability and the digital boardroom. For 2022, the deployment of self-service analytics for the entire Secretariat is envisioned, encompassing augmented and predictive analytics that include machine learning and natural language processing. The component plans to deliver additional value to the Organization through the deliverables outlined above, leveraging current trends and future product road maps in enterprise resource planning.

*Expected progress towards the attainment of the objective, and performance measure*

25A.39 This work is expected to contribute to the objective, as demonstrated by Member States having access to a robust suite of dashboards and analytic capabilities providing a broad range of data models and customized visualization for human resources and uniformed capabilities management, among other areas (see table 25A.4).

Table 25A.4  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
All entities to which Umoja was deployed benefited from Umoja Foundation, Umoja Extension 1 and the uniformed capabilities management and implementing partner/grantor programme management functionalities from Umoja Extension 2	Umoja Extension 2 functionalities deployed and stabilized and Umoja, as a reform enabler, adapted to the evolving needs of the reform pillars, and the new delegation of authority framework enabled	Increased access to data for managers and Member States in alignment with the Secretary-General's data strategy, along with deployed Umoja Extension 2 functionality	Programme managers take better-informed decisions on human resources and uniformed capabilities management	Member States access a robust suite of dashboards and analytic capabilities providing a broad range of data models and customized visualization for human resources and uniformed capabilities management, among other areas

### Legislative mandates

25A.40 The list below provides all mandates entrusted to the component.

#### *General Assembly resolutions*

<a href="#">60/260</a>	Investing in the United Nations for a stronger Organization worldwide	<a href="#">63/262</a>	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
<a href="#">60/283</a>	Investing in the United Nations for a stronger Organization worldwide: detailed report	<a href="#">75/253 A</a>	Special subjects relating to the proposed programme budget for 2021

### Deliverables

25A.41 Table 25A.5 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 25A.5

**Subprogramme 1, component 1: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	–	–
1. Progress report on the enterprise resource planning project	1	1	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	–	–
2. Meetings of the Fifth Committee of the General Assembly	2	2	–	–
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	1	1	–	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> discussions with client groups, through the governance mechanisms and informally, on the sustainability of and continuous improvements to the system to meet their business needs.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> updating and maintenance of the Umoja/Enterprise Resource Planning Solution Division website and social media accounts.				
<b>E. Enabling deliverables</b>				
<b>Information and communications technology:</b> continuous improvements to the Umoja system; and service desk tier 3 support.				

## **Component 2**

### **Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

#### **Objective**

25A.42 The objective, to which this component contributes, is to facilitate effective and efficient deliberations and decision-making by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

#### **Strategy**

25A.43 To contribute to the objective, the component will continue to improve communication on organizational and procedural aspects of meetings and enhance substantive, technical and secretariat support to the Member States and other participants in the meetings.

25A.44 The above-mentioned work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced.

#### **Programme performance in 2020**

25A.45 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Continued deliberations through online platforms**

25A.46 The COVID-19 pandemic disrupted the modalities for formal meetings and informal consultations in the Fifth Committee and in the Committee for Programme

and Coordination. In-person formal meetings and informal consultations were significantly curtailed, and the vast majority of those intergovernmental meetings were replaced by online informal consultations in order to ensure business continuity and facilitate the deliberations and decision-making of the Committees. Procedural formal meetings were mostly cancelled and replaced by the electronic sharing of introductory statements proceeding directly to remote informal consultations on online platforms, with no in-person general discussions. The component explored different online platforms to accommodate the meetings of the Committees. After careful consideration of the technical capabilities of the various options and the respective requirements of the Committees and after consultations with Member States, the two Committees decided to use different platforms for their respective sessions. However, remote meetings were held without interpretation owing to constraints and limitations related to the availability of remote simultaneous interpretation.

25A.47 Working remotely posed extra challenges to the component in ensuring the timely dissemination of information, engagement and consultation with all delegations and required additional efforts by the component, inter alia, using online live updates to draft resolutions during meetings and undertaking silence procedures for adoption by consensus of resolutions and decisions. The component supported the decision of the membership to temporarily adapt its working practices to the new meeting modalities as an exceptional measure, adopted in response to the pandemic, which would not set a precedent.

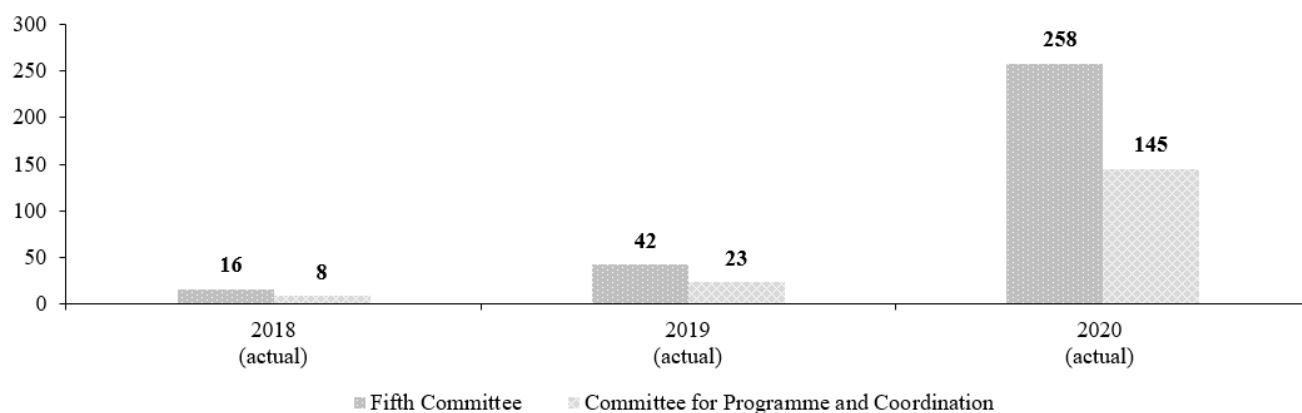
*Progress towards the attainment of the objective, and performance measure*

25A.48 The above-mentioned work contributed to the objective, as demonstrated by the increased number of meetings held by means of videoconference in 2020 (see figure 25A.II).

Figure 25A.II

**Performance measure: videoconference usage by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination**

(Number of meetings by videoconference)



**Impact of COVID-19 on component delivery**

25A.49 In response to the COVID-19 pandemic, during 2020, the component changed its approach to the conduct of meetings of the Fifth Committee and the Committee for Programme and Coordination. The component expeditiously shifted the focus of its work from planning and organizing in-person meetings, which were no longer feasible, to online meetings. In line with General Assembly decisions

74/544, 74/555, 74/558 and 74/561 on the procedure for taking decisions of the General Assembly during the COVID-19 pandemic, the component supported the Committees in adapting their working methods to conclude their work and ensured that the 72-hour silence procedure established for taking decisions was observed.

## **Planned results for 2022**

25A.50 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: increased awareness of sources of information available for delegates<sup>4</sup>**

#### **Programme performance in 2020**

25A.51 The component, as a result of the COVID-19 pandemic, adapted business processes to the evolving working environment and the significantly increased reliance on the e-deleGATE portal to provide information to Member States related to the work of the Fifth Committee and the Committee for Programme and Coordination. The portal became a key destination site where the component made all relevant information and documentation, including draft resolutions and supplementary information (previously also circulated in hard copy during meetings), available to Member States. Links to other sites that were not previously available on the portal were also added for ease of accessibility to documentation and information relevant to the work of the Committees. The component used the front page of “Fifth Committee Place” and “CPC Place” in e-deleGATE to draw the attention of delegates to links and login information to access virtual meetings, related witness lists and information on key health and safety measures in place for the limited physical meetings of the Fifth Committee and related links to COVID-19 contact-tracing forms. In order to facilitate delegates’ participation in virtual meetings, the component created several guides on practical aspects of how to participate in online meetings and the meeting functionalities and technical requirements of the platform. In addition, the component worked with Bureau representatives on providing “tips for facilitators” and “basics for new delegates”, and created a document, in collaboration with component 3 of subprogramme 2, detailing the working practices and interpretation of language submissions for General Assembly budget resolutions.

25A.52 In compliance with General Assembly decisions 74/544, 74/555, 74/558 and 74/561 related to decision-making through silence procedure, the component engaged with all stakeholders, including the Office of the President of the General Assembly and Secretariat officials, to ensure that the Committees would be able to adopt their resolutions, decisions and reports. In 2020, the component processed 25 of 44 resolutions and five decisions of the Fifth Committee and 30 reports of the Committee for Programme and Coordination, which were all adopted by silence procedure. The subprogramme also conducted a survey to assess the satisfaction of delegates of the Committees with the overall services provided by the Secretariat.

25A.53 The above-mentioned work contributed to positive survey results, with 97.9 per cent of respondents in the Fifth Committee and 97.3 per cent of respondents in the Committee for Programme and Coordination indicating that they were either “very satisfied” or “satisfied” with the overall services of the secretariat of the

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

Committees, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

25A.54 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase efforts to leverage the technical capabilities of available tools, including the e-deleGATE platform, to improve communication with Member States on the availability of preparatory and background materials prepared by the secretariats of the Committees. The expected progress is presented in the performance measure below (see table 25A.6).

Table 25A.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Positive survey results	Positive survey results	Positive survey results on the overall services of the secretariat of the Committees	Maintained and/or improved positive survey results	Maintained and/or improved positive survey results
<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 98.3 per cent</li> <li>• Committee for Programme and Coordination: 97.5 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 95.7 per cent</li> <li>• Committee for Programme and Coordination: 97.3 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 97.9 per cent</li> <li>• Committee for Programme and Coordination: 97.3 per cent</li> </ul>		

<sup>a</sup> 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: increased awareness of sources of information available for delegates<sup>5</sup>

#### Programme performance in 2020

25A.55 The component continued its work to provide advice on historical and procedural information to the Bureau members and coordinators of the Committees on an ongoing basis, not only during the sessions but also during off-session periods. One-on-one meetings between a member of the secretariat of the Fifth Committee or the Committee for Programme and Coordination with each of the 57 coordinators of the different agenda items in the Committees took place prior to and throughout the course of the sessions. That support for coordinators was critical to ensure that they were aware of the working practices of the Committees and had access to all relevant information on the e-deleGATE platform and on the public websites of the Committees that would guide their work in bringing the Committees to consensus agreements. In addition, the component responded to requests for advice from individual delegations that requested support throughout the year, reflecting in part the normal turnover of representatives within delegations.

<sup>5</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

25A.56 The surveys conducted at the end of the seventy-fourth session of the Fifth Committee and the sixtieth session of the Committee for Programme and Coordination showed that the above-mentioned work contributed to positive results, with 97.9 per cent of Fifth Committee members and 97.3 per cent of members of the Committee for Programme and Coordination surveyed indicating they were either “very satisfied” or “satisfied” with the services provided, which met the planned target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25A.57 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase efforts to leverage the technical capabilities of available tools, including the e-deleGATE platform, to further enhance the availability of organizational and procedural information. The expected progress is presented in the performance measure below (see table 25A.7).

Table 25A.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Positive survey results	Positive survey results	Positive survey results	Maintained or improved positive survey results	Maintained or improved positive survey results
<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 98.3 per cent</li> <li>• Committee for Programme and Coordination: 97.5 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 95.7 per cent</li> <li>• Committee for Programme and Coordination: 97.3 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 97.9 per cent</li> <li>• Committee for Programme and Coordination: 97.3 per cent</li> </ul>		

<sup>a</sup> 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 information available to delegates

#### Proposed programme plan for 2022

25A.58 The Fifth Committee and the Committee for Programme and Coordination have a high volume of items that they must consider during the limited time available for the sessions. The regular turnover of individual delegates covering the Committees for their respective missions necessitates accessibility of information throughout the year. The component continuously improved and adapted information available to delegates, including for new committee members, to increase their awareness of the related sources of information and to leverage the tools available to them, such as the e-deleGATE portal and the websites of the Committees. The access to the tools offered by the component facilitates meaningful participation in the deliberations of the Committees and supports their decision-making, within their agreed working procedures and practices.

*Lessons learned and planned change*

25A.59 Building on preliminary observations and feedback, as well as the 2020 experience of remote meeting modalities, the lesson for the component was that it needed to increase emphasis on providing Member States with information that would facilitate their effective participation in the intergovernmental process prior to and during the sessions of the Committees. In applying the lesson, the component, as the secretariat of the Committees, plans to provide targeted support to new delegates as well as to coordinators of agenda items. While the component consistently engages directly with already identified coordinators through correspondence, discussions and in-person meetings (under normal circumstances), the component intends to focus on a more systematic approach to address this specific need, including through the preparation of procedural guidelines and by offering the option of holding a workshop at the beginning of each session.

*Expected progress towards the attainment of the objective, and performance measure*

25A.60 This work is expected to contribute to the objective, as demonstrated by positive survey results on the availability of organizational and procedural information (see table 25A.8).

Table 25A.8  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Positive survey results on the availability of organizational and procedural information	Positive survey results on the availability of organizational and procedural information	Positive survey results on the availability of organizational and procedural information	Maintained positive survey results on the availability of organizational and procedural information	Maintained positive survey results on the availability of organizational and procedural information
<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 97.1 per cent</li> <li>• Committee for Programme and Coordination: 92.6 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 94.6 per cent</li> <li>• Committee for Programme and Coordination: 100 per cent</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Committee of the General Assembly: 100 per cent</li> <li>• Committee for Programme and Coordination: 100 per cent</li> </ul>		

**Legislative mandates**

25A.61 The list below provides all mandates entrusted to the component.

*Charter of the United Nations*

Chapter IV, Functions and powers of the General  
Article 17 Assembly

*General Assembly resolutions*

45/248 B, Sect. VI Questions relating to the programme budget  
for the biennium 1990–1991



*Economic and Social Council resolutions*

920 (XXXIV) Special Committee on coordination with particular emphasis on the United Nations Development Decade

## Deliverables

25A.62 Table 25A.9 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 25A.9

### Subprogramme 1, component 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>167</b>	<b>247</b>	<b>235</b>	<b>235</b>
1. Notes on the programme of work of the Fifth Committee of the General Assembly	70	126	125	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	35	35	40	40
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	27	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	10	32	12	12
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	2	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	10	25	16	16
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>200</b>	<b>187</b>	<b>200</b>	<b>200</b>
7. Meetings of the Fifth Committee of the General Assembly	160	155	160	160
8. Meetings of the Committee for Programme and Coordination	40	32	40	40
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice to 10 Bureau members; consultation and advice to 57 coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the Committees.				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content: update and maintenance of the websites of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination; and update of information on e-deleGATE.				

## Component 3 Management advisory services

### Objective

25A.63 The objective, to which this component contributes, is to advance transparency of administrative decision-making, fairness, integrity and the resilience of the Organization to deliver on its mandates.

## Strategy

25A.64 To contribute to the objective, the component will strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies, by guiding, monitoring and adjusting the post-COVID-19 ways of working at United Nations Headquarters to continually adapt to changing environments, risks and opportunities. For example, the component will monitor the use of hybrid working patterns and behaviours and advise whether additional support, guidance and/or training is required or whether policies need to be adjusted.

25A.65 The component will continue to improve the overall quality of the acquisition process and reflect those improvements in substantive policy and guidance-related recommendations, including through the use of data analytics. In addition, the component will continue to objectively analyse the facts presented in requests for a management evaluation vis-à-vis the legal framework of the Staff Regulations and Rules of the United Nations and provide the requesting staff member with a reasoned, comprehensive evaluation conveying the basis for the recommendation of the Management Evaluation Unit on the case.

25A.66 The above-mentioned work is expected to result in:

- (a) A more resilient, agile and sustainable Organization and an innovative and thriving workforce that delivers results;
- (b) An Organization better prepared for complex and long-term emergencies;
- (c) A strengthened acquisition and asset disposal process;
- (d) The early resolution of disputes that arise from decisions taken in the Administration on a staff member's employment;
- (e) Greater staff awareness of the internal justice system.

## Programme performance in 2020

25A.67 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Business continuity during the COVID-19 pandemic

25A.68 The Secretariat at United Nations Headquarters has conducted formal business continuity planning for a little over a decade. These plans were specific to potential disruptive events in New York and were geared towards emergencies lasting days or weeks. With the arrival of COVID-19 in early 2020, however, the component had to rapidly expand the scope of its support for business continuity planning to advise the entire Secretariat on the preparation for and response to a global pandemic of a prolonged duration.

25A.69 In February 2020, Secretariat entities worldwide were instructed to prepare for a significant increase in the number of personnel working remotely and to update their business continuity plans accordingly and submit them to the component. Staff were advised to store documents on cloud-based platforms, such as SharePoint, if they had not already done so, to ensure remote accessibility. Guides to telecommuting were issued, and tutorials on leading and participating in virtual meetings were offered.

25A.70 The two emergency management bodies at United Nations Headquarters, the Crisis Operations Group and the Senior Emergency Policy Team, began meeting much more frequently to assess the pandemic situation and to coordinate and monitor the

business continuity response. Between February 2020 and February 2021, the component participated in 38 meetings of the Crisis Operations Group and organized 14 meetings of the Senior Emergency Policy Team.

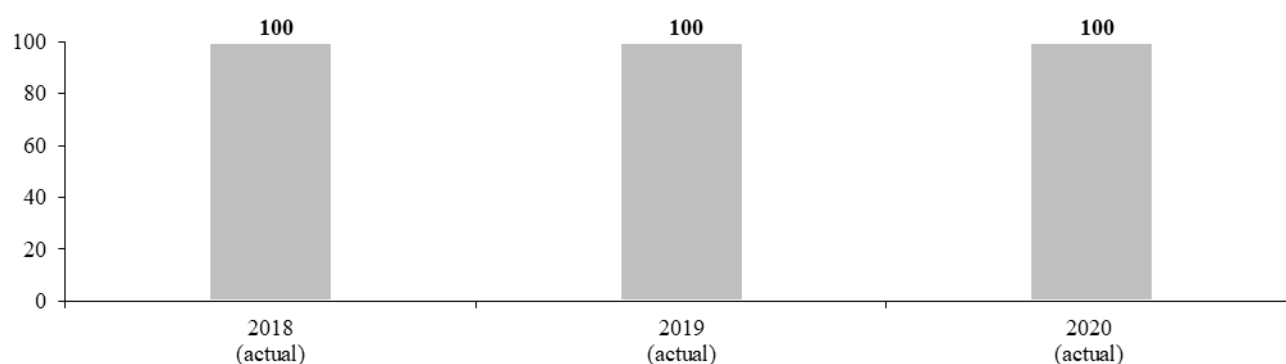
25A.71 The component also led biweekly virtual meetings of the business continuity focal points at United Nations Headquarters and global meetings to provide updates on the COVID-19 situation and to coordinate the sharing of successful business continuity and resilience practices across entities, identify opportunities for collaboration and foster more agile adaptation to the unavoidably emerging working environments. The component also advised entities on improving their business continuity plans.

*Progress towards the attainment of the objective, and performance measure*

25A.72 The above-mentioned work contributed to the objective, as demonstrated by 100 per cent of essential and time-critical business services being supported by business continuity plans (see figure 25A.III).

Figure 25A.III

**Performance measure: percentage of essential and time-critical business services supported by business continuity plans**



**Impact of COVID-19 on component delivery**

25A.73 Owing to the impact of COVID-19 during 2020, the component encountered challenges in carrying out its planned outreach activities, although it was able to advance such activities to some degree by means of a virtual format. Training initiatives and consultations that otherwise would have been conducted in person were redesigned for remote delivery, with adjustments during the year to also apply lessons learned.

25A.74 At the same time, however, the component identified additional activities to support its clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely expanding the scope of its support from entities at United Nations Headquarters to Secretariat entities globally while also providing more frequent and enhanced support to the two emergency management bodies in New York, the Crisis Operations Group and the Senior Emergency Policy Team. The component also implemented a structured COVID-19 communications mechanism, in coordination with other departments, to catalogue and publish the new and changed policy and guidance documents and communicate them to multiple groups of stakeholders, including staff, Member States and United Nations system organizations. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

25A.75 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: new end-to-end case management system for strategic policy recommendations in the area of procurement<sup>6</sup>**

#### **Programme performance in 2020**

25A.76 The component worked with the Office of Information and Communications Technology to enhance the design of the new end-to-end case management system for strategic policy recommendations in the area of procurement, to ensure that it reflected the new delegation of authority framework and that it was compliant with current information and communications technology standards.

25A.77 The component also simplified and standardized the automated formats through the case management system to ensure consistency of the business process with the delegation of authority framework among 35 entities that will be using the new system.

25A.78 Furthermore, using remote instructor lead techniques implemented during the pandemic, the component commenced training for over 450 users, including administrators for each entity. The objective of the training was to familiarize the users with the new system and allow for seamless transition from the legacy system to the new one.

25A.79 The above-mentioned work contributed to the improvement in the overall quality of the acquisition process by formalizing the feedback of the Headquarters Committee on Contracts qualitative review of procurement actions and its substantive policy and guidance-related recommendations for relevant stakeholders in the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

25A.80 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will use a continuous improvement approach, designing enhanced dashboards to provide clear visual data and enable authorized officials to identify and target weaknesses in the acquisition process and address them accordingly. It will also train users in the application of the enhanced dashboards to improve compliance. The expected progress is presented in the performance measure below (see table 25A.10).

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<sup>6</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 29A\)](#)).

Table 25A.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of a structured process for strategic policy changes based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Establishment of a more robust, structured process for evidence-based strategic policy changes, based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Improved quality of the acquisition process by formalizing the feedback of the Headquarters Committee on Contracts qualitative review of procurement actions and its substantive policy and guidance-related recommendations for relevant stakeholders in the Department of Management Strategy, Policy and Compliance and the Department of Operational Support	New policy which, having been informed by data from the end-to-end case management system, strengthens the procurement and disposal of assets of the Organization	<ul style="list-style-type: none"> <li>• Improved monitoring capabilities of end-to-end case management system through dashboards and additional reporting capabilities</li> <li>• Increased number of entities that refocus their resources and streamline all facets of their acquisition process</li> </ul>

<sup>a</sup> 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: improved access to internal justice recourse<sup>7</sup>

### Programme performance in 2020

25A.81 The component was able to make progress in the area of improving access by staff to the internal justice system, holding virtual meetings with four staff unions and staff at large in the Department of Safety and Security to exchange views on issues of concern to staff with regard to the internal system of justice. The component used these opportunities to gauge the common questions of staff regarding management evaluation for the purpose of updating the frequently asked questions set out on the Management Evaluation Unit webpage.

25A.82 The above-mentioned work contributed to the early resolution of staff-related disputes and the prevention of unnecessary litigation through staff awareness of the internal system of justice, which met the target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25A.83 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the

<sup>7</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

component will continue to carry out outreach briefings for managers and administrative decision makers on lessons learned in the internal system of justice, conduct meetings with staff unions and develop iSeek resources devoted to management evaluation by including more detailed frequently asked questions based on typical questions from staff during outreach activities. The component will provide participants in the outreach activities with the opportunity to provide feedback. The expected progress is presented in the performance measure below (see table 25A.11).

Table 25A.11  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	The early resolution of staff-related disputes and prevention of unnecessary litigation through staff awareness of the internal system of justice	Positive feedback from field office staff on the understanding of issues in the internal system of justice	Increased understanding by staff of management evaluation issues in the internal system of justice

<sup>a</sup> 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: post-COVID-19 next normal: build back better

#### Proposed programme plan for 2022

25A.84 The COVID-19 pandemic has demonstrated the importance of not simply striving for business continuity alone, but for strengthening the overall resilience and sustainability of the Organization. The Organization's initial response to the pandemic emphasized the importance of supporting managers and staff as they adapted to new ways of working, as well as ensuring that measures were immediately taken to make documentation and records available electronically to enable effective remote working modalities. In March 2020, the Organization rapidly adapted policies to the modified reality resulting from the pandemic and communicated them globally. More than 50 policies and guidance documents were issued, catalogued and communicated.

25A.85 Co-led by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, the overall coordination of this work led to the inception of the "next normal" project to plan for the post-COVID-19 working environment. The component actively involved over 90 staff from Secretariat entities and agencies, funds and programmes of the United Nations system based in New York, to identify guiding principles and lessons learned during the pandemic to design the first version of a "next normal" framework at the Secretariat. The component has also liaised with other entities, such as offices away from Headquarters, regional commissions and the peacekeeping and special political missions, to include their views in the project.

*Lessons learned and planned change*

25A.86 The lesson for the component was that the nature of the United Nations mandate requires in-person presence to render maximum results. At the same time, it has been proven that some functions can be conducted effectively and efficiently while working remotely or in a hybrid fashion that combines on-site and remote work. The Organization has learned to hold meetings remotely, as well as training and workshops. In applying the lesson, the component will work on the “next normal” framework, which involves 14 workstreams on topics ranging from work modalities to occupational safety and health to organizational culture and learning. The component will develop a first iteration of the framework that can be implemented as soon as health conditions allow and that will be fine-tuned over the coming years as the United Nations adjusts to and learns from the new working conditions and responds to unforeseen challenges and opportunities. The guiding principles of the framework will be socialized widely and actively implemented and mainstreamed into Secretariat policies, practices and operations. In 2022 and beyond, the component will guide, monitor and adjust as necessary the implementation of the “next normal” at United Nations Headquarters by applying lessons learned as well as principles of sustainability and resilience. It will also ensure close alignment with the “future of work” initiative led by the CEB High-Level Committee on Management.

*Expected progress towards the attainment of the objective, and performance measure*

25A.87 This work is expected to contribute to the objective, as demonstrated by the percentage of recommendations of the “next normal” framework implemented for United Nations Headquarters (see table 25A.12).

Table 25A.12  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	United Nations Headquarters transitions to business continuity mode as a result of COVID-19	Secretary-General considers proposal for post-COVID-19 “next normal” framework for United Nations Headquarters	Percentage of recommendations of the “next normal” framework implemented for United Nations Headquarters

**Legislative mandates**

25A.88 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

69/273	Procurement	73/279 B, sect. I	Special subjects relating to the programme budget for the biennium 2018–2019:
72/219	Protection of global climate for present and future generations of humankind	75/248	Organizational resilience management system
			Administration of justice at the United Nations

## Deliverables

25A.89 Table 25A.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 25A.13

### Subprogramme 1, component 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	–	<b>1</b>
Progress report on the implementation of the organizational resilience management system	–	–	–	1
<b>E. Enabling deliverables</b>				
<b>Administration:</b> administration of and support for the new case management system; training and guidance for members of the 34 local committees on contracts and 43 local property survey boards; advice on procurement and property policy documents; administration and maintenance of online learning tools for local committees on contracts and local property survey boards, and provision of related training and guidance.				
<b>Internal justice and oversight:</b> recommendations on requests for management evaluation of contested administrative decisions; recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; substantive and technical servicing of the Headquarters Committee on Contracts and the provision of recommendations on proposed procurement awards to heads of entities; substantive and technical servicing of the Headquarters Property Survey Board; reports on the functioning of the local committees on contracts and local property survey boards and procurement functions in entities; annual reporting to the United Nations Environment Programme on Secretariat-wide environmental sustainability performance.				

## Subprogramme 2

### Programme planning, finance and budget

## Component 1

### Finance

### Objective

25A.90 The objective, to which this component contributes, is to secure the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensure sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment.

### Strategy

25A.91 To contribute to the objective, the component will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations, will adapt policies and procedures relating to financial matters in response to emerging issues and will continue to strengthen the system of internal controls in support of the prudent management of resources in the context of the decentralized delegation of authority framework.

25A.92 The component will provide effective support to the Committee on Contributions, will ensure the timely issuance of assessments and will continue its



increased focus on providing up-to-date information on the status of assessed contributions. The component will continue to closely monitor and forecast the collection of assessments and manage cash outflows based on liquidity forecasts.

25A.93 The component will prepare International Public Sector Accounting Standards (IPSAS)-compliant financial statements for the Organization and will focus on increased transparency with an improved financial discussion and analysis statement, as recommended by the IPSAS Board. Additionally, the component will provide support for the establishment, management and reporting of the extrabudgetary funds of the Organization. The component will continue to manage financial risks through sound investment management, global cash management and global banking management.

25A.94 The component will continue to coordinate and manage the group health and life insurance programmes and the property and liability insurance activities of the Organization and provide services to the Advisory Board on Compensation Claims and the United Nations Claims Board, and to administer the related compensation payments. The component will ensure the accurate and timely disbursement of salaries and related allowances and benefits to United Nations staff and other personnel, disbursements to vendors and other contractors, and other disbursements in respect of the financial obligations of the Organization. Furthermore, the component will provide governance of master data to ensure the integrity, standardization and harmonization of data across the enterprise resource planning system and the other enterprise systems of the Organization.

25A.95 The component plans to support the global Secretariat on issues emanating from the COVID-19 pandemic by continuing to strengthen the Organization's global banking and payments system to better support operations at the country level and to strengthen business continuity and organizational resilience. New tools and platforms for managerial information will be implemented and updated to allow for more efficient accessibility, analysis, dissemination and transparency of data, which are key in the post-COVID-19 virtual work environment.

25A.96 At the system-wide level, the component will lead on the strengthening of the underlying financial arrangements related to mechanisms, such as medical evacuation, that were part of the immediate response to the COVID-19 pandemic at the United Nations system-wide level. The component will continue to drive the use of online health consultations, including for mental health purposes, contributing to improved well-being of staff, as well as cost containment relating to health insurance costs.

25A.97 The above-mentioned work is expected to result in:

- (a) Prudent financial management of the resources entrusted to the Secretariat;
- (b) A strengthened system of internal controls that supports accurate reporting and reduced incidence of fraud;
- (c) Increased transparency of financial reporting;
- (d) Better positioning of the Organization to respond to external shocks.

## **Programme performance in 2020**

25A.98 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 staff health programmes in response to COVID-19

25A.99 With the onset of COVID-19 in 2020 and stay-at-home orders instituted globally across the Organization, the component introduced online health consultations to the more than 150,000 United Nations medical insurance plan participants, including around 50,000 locally recruited staff serving in field duty stations. Telehealth applications and webpages were introduced to all plan participants, enabling easy access to medical services. Plan participants turned to telemedicine to remain engaged with physicians at a time when in-person visits were more challenging or impossible to schedule. The audiovisual communication in real time allowed physicians and patients to connect while keeping them safe during the ongoing pandemic. In addition to providing easy and safe access to medical care, including mental health care, the online consultations helped to safeguard the sustainability of the United Nations medical plans by ensuring that plan participants and Member States paid less for care incurred through one of the telehealth solutions.

25A.100 At the United Nations system-wide level, as a response to the pandemic, the component provided support for the first line of defence and medevac mechanisms that contributed to the enhancement of local health capacities, with a specific focus on three areas: (a) strengthening national capacities; (b) strengthening United Nations clinics; and (c) upgrading International Organization for Migration health centres in places with no United Nations clinics and limited national capacities. These mechanisms also contributed to local COVID-19 testing and treatment of staff and other United Nations system personnel, and to the evacuation of ill staff to treatment hubs, as needed. The component led the negotiations among the 14 participating United Nations system entities of the financial agreements for a cost-sharing arrangement and ensured that the funding and payment mechanisms were in place to support both medevac and first line of defence.

#### *Progress towards the attainment of the objective, and performance measure*

25A.101 The above-mentioned work contributed to the objective, as demonstrated by a total of 39,395 telehealth consultations across all United Nations medical plans and access to online health-care consultations for all United Nations staff enrolled in the United Nations health insurance programme (see table 25A.14). Telehealth applications and webpages were introduced to all plan participants, enabling easy access to medical services at reduced rates.

Table 25A.14  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
<ul style="list-style-type: none"> <li>• A total of 125 telehealth consultations were held across all United Nations medical plans</li> <li>• No medevac or first line of defence mechanisms in place</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 305 telehealth consultations were held across all United Nations medical plans</li> <li>• No medevac or first line of defence mechanisms in place</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 39,395<sup>a</sup> telehealth consultations were held across all United Nations medical plans and all United Nations staff enrolled in the United Nations health insurance programme had access to online health-care consultations</li> <li>• Medevac and first line of defence mechanisms were in place with an agreed cost-sharing formula</li> </ul>

<sup>a</sup> Number includes teleconsultations outside online platforms.

## **Planned results for 2022**

25A.102 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: new internal controls framework supporting the enhanced delegation of authority framework<sup>8</sup>**

#### **Programme performance in 2020**

25A.103 The component continued its work related to the implementation of activities to support the statement of internal control and is on track for the issuance of the first statement for all operations of the Secretariat by mid-2021. The component finalized the documenting of the entity-level controls for the Secretariat as adapted to the integrated framework of the Committee of Sponsoring Organizations of the Treadway Commission, led discussions on the draft self-assessment questionnaire with the Internal Control Advisory Group and incorporated the feedback received from the Advisory Group. Furthermore, the component finalized the draft self-assessment questionnaire and implemented an electronic platform to support the completion of the questionnaire by each entity of the Secretariat.

25A.104 The process underpinning the statement of internal control goes well beyond the finance function. Owing to the change in the business model of the Organization, particularly the enhanced delegation of authority, the orientation has shifted from the reporting objective to support reliable IPSAS-compliant financial statements to fully adapting all three objectives of the Committee of Sponsoring Organizations of the Treadway Commission framework, relating to operations, reporting and compliance. The implementation of a full-scope internal control integrated framework contributes to the efforts to strengthen accountability for results, enable delegation of authority through detailed organizational unit- and activity-level controls and boost transparency by focusing on internal and external reporting. The efforts will contribute to an ongoing assessment of the internal control environment and promote a culture of self-evaluation to ensure the efficacy and the functioning of internal controls.

25A.105 The above-mentioned work contributed to 100 per cent timely submission of the completed questionnaire that documented self-attestation of compliance by entity heads, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

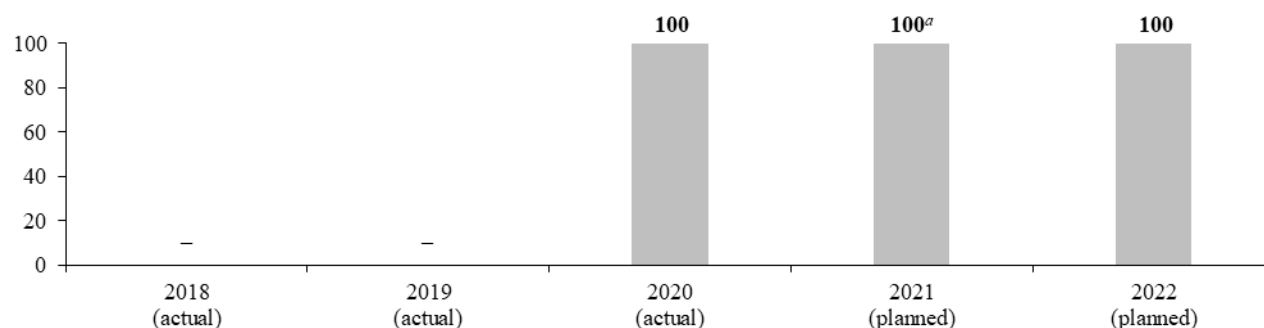
25A.106 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further standardize the statement of internal control framework documentation, including self-assessment letters and remediation plans. The expected progress is presented in the performance measure below (see figure 25A.IV).

<sup>8</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

Figure 25A.IV

**Performance measure: timely and well-documented self-attestation of compliance submitted by entity heads**

(Percentage)



<sup>a</sup> 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: financial management systems integration for better decision-making<sup>9</sup>**

### **Programme performance in 2020**

25A.107 The component has made progress in its goal to provide accessible information to Member States and intergovernmental bodies and also to improve transparency and accountability. The component worked jointly with subprogramme 1, component 1, to introduce the new Member States' contributions portal in July 2020, which provided Member States with an improved experience, with new reports and graphical displays of financial information. By the end of 2020, 202 users were registered.

25A.108 Furthermore, the component leveraged the use of the Umoja platform to provide Member States and intergovernmental bodies with information to aid them in the decision-making process. The initiatives provided support to the management reform process.

25A.109 The above-mentioned work contributed to improved transparency and accountability as Member States and intergovernmental bodies had improved access to financial information, which met the planned target reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

25A.110 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further refine and enhance the contributions portal with additional reports and graphs. The component will also contribute to the roll-out of an interactive and user-friendly dashboard with data analytics capabilities. The dashboard will establish linkages between substantive information and financial data at multiple levels, depending on the reporting and management requirements of various stakeholders. Managers may use such a dashboard at a strategic level to articulate their programme delivery to Member States and other stakeholders, or at a granular level to help them better manage their day-to-day operations. Empowerment of managers to plan and manage programme delivery better will go hand-in-hand with enhanced delegation of authority and accountability for results, to support the Secretary-General's management reform. The expected progress is presented in the performance measure below (see table 25A.15).

<sup>9</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Table 25A.15  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	—	Improved transparency and accountability as Member States and intergovernmental bodies access financial information	Additional applications available on the integrated platform such as troop and police data; management dashboards to facilitate liquidity management	Improved information for management decision-making and external reporting resulting from the global roll-out of the integrated performance dashboard, combining substantive information and resource data, across all funding sources

<sup>a</sup> 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: enhanced transparency, comparability and usefulness of financial statements across the United Nations system**

#### **Proposed programme plan for 2022**

25A.111 The United Nations implemented IPSAS in 2014 to align the Organization with best practice accrual-based accounting and reporting and to improve the consistency and comparability of financial statements based on the requirements of IPSAS.

25A.112 In addition to the accounting standards, the IPSAS Board produces optional guidance material to further improve the information available to users of the financial statements. The Board's recommended practice guideline 2 provides guidance on preparing and presenting the financial statement discussion and analysis that accompanies the IPSAS-compliant financial statements. The purpose of the financial statement discussion and analysis is to support user understanding of the financial position, financial performance and cash flows presented in the financial statements. The financial statement discussion and analysis that complies with recommended practice guideline 2 further contributes to the objectives of transparency, accountability and usefulness for decision-making of IPSAS-compliant financial statements.

25A.113 The adoption by the United Nations of the IPSAS Board's recommended practice guideline 2 is part of a United Nations system-wide effort, coordinated by the Task Force on Accounting Standards of the Finance and Budget Network. Currently, the variations in the format and content of the financial discussion reports among United Nations system entities, especially on risks and uncertainties that have an impact on the financial situation of the entity, make the current financial discussion reports more challenging to compare and difficult for users to understand; the adoption of recommended practice guideline 2 across the United Nations system will go a long way to addressing comparability and usefulness.

25A.114 The component has started the preliminary actions towards the implementation of recommended practice guideline 2, by developing, as part of a working group of the Task Force on Accounting Standards, a comprehensive template to support a harmonized approach to implementation of the guideline.

25A.115 The proposed harmonized approach for the financial statement discussion and analysis that complies with recommended practice guideline 2 will be presented during the 2021 meeting of the Task Force on Accounting Standards.

*Lessons learned and planned change*

25A.116 The lesson for the component was that while the adoption of IPSAS has increased the Organization's compliance with best practice accounting and reporting, the IPSAS-compliant financial statements have much more information, both in terms of quantity and complexity, for users of the financial statements to digest; thus, the financial discussion report has become increasingly more important to users. The IPSAS Board's recommended practice guideline 2, while not mandatory for IPSAS compliance, allows for the unpacking of the information in the financial statements and presentation of the analysis in a structured manner that has benefits for transparency, usefulness and consistency across the IPSAS-compliant financial reporting of the United Nations system. In applying the lesson, the component will incorporate the IPSAS Board's recommended practice guidelines, in addition to IPSAS, as relevant, as an integral part of the framework that drives IPSAS-compliant reporting for the Secretariat. The component will lead the development of a unified format for the financial statement discussion and analysis across United Nations system entities. This unified format will include harmonized structure, content and terminology, and will capture the following information in the financial statement discussion and analysis: (a) a more in-depth overview of the operations of the United Nations and the environment in which it operates; (b) detailed information about the Organization's objectives and strategies; (c) a more structured analysis of the Organization's financial statements, including significant changes and trends in the Organization's financial position, financial performance and cash flows; and (d) a description of the entity's principal risks and uncertainties that affect its financial position, financial performance and cash flows. The implementation of recommended practice guideline 2 for the United Nations Secretariat will commence with the presentation of the 2021 financial statements. The component will track the progress of implementation across the United Nations system and confirm the benefits for comparability that recommended practice guideline 2 will bring.

*Expected progress towards the attainment of the objective, and performance measure*

25A.117 This work is expected to contribute to the objective, as demonstrated by the increased comparability and enhanced consistency of the financial statement discussion and analysis across United Nations system entities (see table 25A.16).

Table 25A.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Decision by the Task Force on Accounting Standards to align the financial report with the IPSAS Board's recommended practice guideline 2	Adoption by the Task Force on Accounting Standards of a comprehensive, harmonized approach for the financial statement discussion and analysis that complies with recommended practice guideline 2	Increased comparability and enhanced consistency of the financial statement discussion and analysis across United Nations system entities

## Legislative mandates

25A.118 The list below provides all mandates entrusted to the component.

### General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	75/242	Financial reports and audited financial statements, and reports of the Board of Auditors
73/307	Improving the financial situation of the United Nations	75/252	Questions relating to the proposed programme budget for 2021
74/1	Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter		

## Deliverables

25A.119 Table 25A.17 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 25A.17  
Subprogramme 2, component 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
1. Annual financial reports to the General Assembly	2	2	2	2
2. Reports on multi-year payment plans and the financial situation of the United Nations to the General Assembly	3	3	3	3
3. Financial statements on United Nations peacekeeping and non-peacekeeping operations to the General Assembly	7	7	7	7

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
4. Meetings of the Fifth Committee of the General Assembly	18	18	18	18
5. Meetings of the Investment Committee	4	4	4	4
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>5</b>	<b>31</b>	<b>20</b>
6. Meetings of the Committee on Contributions	20	5	31	20
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops, fellowships and training events</b> (number of days)	<b>–</b>	<b>9</b>	<b>–</b>	<b>24</b>
7. Medical insurance plan training events, information sessions and workshops	–	9	–	24
<b>Technical materials</b> (number of materials)	<b>777</b>	<b>777</b>	<b>776</b>	<b>776</b>
8. Monthly reports on the status of contributions	12	12	12	12
9. Documents on the assessment of the contributions of Member States to the United Nations	15	15	14	14
10. Donor financial reports	750	750	750	750

#### C. Substantive deliverables

**Consultation, advice and advocacy:** advice to approximately 40 donors on voluntary contribution financial agreements; ad hoc information on the scale of assessments, peacekeeping financing and the status of contributions.

#### E. Enabling deliverables

**Administration:** three technical documents relating to the statement of internal control; consultations with the Internal Control Advisory Group on the statement of internal control framework; advice to departments/offices on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on sustaining IPSAS compliance to the United Nations finance community in peacekeeping and non-peacekeeping missions; assessment calculations for contributions of Member States for the regular budget, peacekeeping operations and the international tribunals, and calculations for credits for peacekeeping operations; advocacy on internal controls; advice to Member States and United Nations offices on the management of extrabudgetary resources; development of accounting policies and associated corporate guidance, practices and procedures; five workshops on financial matters for chief finance officers and 68 chief administrative officers; update of Umoja finance process documents; servicing of the financial helpdesk for the Umoja enterprise resource planning system; processing of approximately 18,000 United Nations Development Programme service clearing accounts; provision of financial management support to the Development Coordination Office and the United Nations Office for Partnerships; building of International Aid Transparency Initiative and CEB reporting frameworks for reporting entities for consistent reporting to stakeholders; reporting of cases of fraud and presumptive fraud to the Board of Auditors twice a year; provision and management of life, health, property and liability insurance activities; administration of 275 bank accounts worldwide, including maintenance of bank account signatory panels; establishment of the banking arrangements; processing of payments for the house bank accounts managed by United Nations Headquarters; recording of incoming funds; assessment and support of 65 global cashiers and 15 regional cashiers; management of cash requirements in different currencies; update and maintenance of banking details of vendors, staff and Member States; management of pooled investments; establishment of monthly United Nations operational rates of exchange for 222 currencies; development and servicing of Umoja finance processes; update and maintenance of financial applications; update and maintenance of SWIFT and global payment data and Umoja master data; substantive support to departments on business analysis; review of 2,900 user access provisioning requests for finance roles in Umoja, ensuring delegation of authority is obtained for the roles; processing and execution of payments; negotiation and administration of insurance policies; processing of approximately 600 investment settlements; execution of approximately 3,800 foreign exchange transactions.

## Component 2

### Field operations finance

#### Objective

25A.120 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute and on the resources required for the work of those entities in line with their mandates, and to ensure the effective and efficient management of resources.



## Strategy

25A.121 To contribute to the objective, the component will provide strategic guidance on budgeting and financial stewardship and develop policies, methodologies and tools in that regard. It will provide strategic guidance on financial management and financing issues, especially on cross-cutting initiatives affecting field operations, including guidance on formulating human resources requirements, corporate initiatives, financial strength and liquidity and strengthening of internal controls, and timely, high-quality, simplified and action-oriented responses to managers in the field. The component will also monitor the liquidity of individual special accounts and oversee cash-flow and operating reserves for field operations.

25A.122 The component will provide strategic guidance on global property management and real estate services, including oversight of major construction projects and long-term capital planning, as reflected in the strategic capital review. Furthermore, the component will provide expert advice and guidance on property management and review financial data for accurate recording and for compliance with IPSAS and the established property management performance framework for field and other Secretariat entities. The component will also ensure central supervision of projects, including by incorporating risk management principles and lessons learned to decision-making.

25A.123 The above-mentioned work is expected to result in client entities effectively and efficiently managing their resources within the levels approved through improved accuracy in forecasts and proposals.

## Programme performance in 2020

25A.124 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Improved services to special political missions to meet their resourcing needs

25A.125 In order to enhance its role, assumed in 2019, as the Headquarters entry point for all special political missions for their financing needs, the component took active measures in 2020 to further improve its service to 40 special political missions and to assist them in mitigating liquidity challenges through the provision of clear and timely guidance and by increasing the predictability of allotments.

25A.126 The component, throughout 2020, closely monitored the latest financial situation and ensured that missions were updated periodically, provided clear guidance and assistance to the missions in devising their spending plan and worked closely with missions to prioritize their expenses to cater to special circumstances. Furthermore, the component ensured that sufficient funding was reserved to cover staffing costs and non-discretionary costs at all times, and to safeguard the interests of the Organization and the safety and security of staff.

### *Progress towards the attainment of the objective, and performance measure*

25A.127 The above-mentioned work contributed to the objective, as demonstrated by the increased ability of special political missions to mitigate liquidity challenges and ensure funding for staffing costs, safety and security and non-discretionary costs through the effective prioritization of expenses (see table 25A.18).

Table 25A.18  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Special political missions engage in the budget preparation and execution	Special political missions directly engage in all aspects of the budget preparation and execution	Increased ability of special political missions to mitigate liquidity challenges and ensure funding for staffing costs, safety and security and non-discretionary costs through the effective prioritization of expenses

### Impact of COVID-19 on component delivery

25A.128 Owing to the impact of COVID-19 during 2020, the planned surge to increase the technical knowledge of missions related to budget preparation and Umoja tools remained limited owing to the cancellation of trips to the field. These trips were also intended to increase the collaboration between Headquarters and missions during the budget proposal process and hence to improve the quality of the budgets and budget performance reports.

25A.129 At the same time, however, the component identified new activities to support its clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely organizing a series of online meetings with peacekeeping missions to support their budget preparation process by providing special strategic guidance on budgeting and financial stewardship during the pandemic. This included guidance on how to report on the impact of COVID-19 on mandate and budget implementation, and on how to articulate the changes in planning assumptions, strategies and expected results, and indicators of achievement and outputs based on the effects of COVID-19 and lessons learned. The component also provided special strategic guidance on the financial closure of accounts during COVID-19.

### Planned results for 2022

25A.130 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: independent risk management for global United Nations capital construction projects<sup>10</sup>

#### Programme performance in 2020

25A.131 The component provided independent risk management services to entities implementing global capital construction projects. The component also provided project owners with an independent assessment of their projects related to budget performance. Furthermore, the component recommended risk mitigation measures.

25A.132 The above-mentioned work contributed to budget confidence levels of 43 per cent for the Economic Commission for Africa (ECA), 27 per cent for the United Nations Office at Nairobi, 20 per cent for the Economic and Social Commission for Asia and the Pacific (ESCAP) and 40 per cent for the Economic Commission for Latin

<sup>10</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

America and the Caribbean (ECLAC), which did not meet the planned target of 90 per cent for ECA, 75 per cent for the United Nations Office at Nairobi, 60 per cent for ESCAP and 80 per cent for ECLAC reflected in the proposed programme budget for 2020. This was due primarily to the onset of the COVID-19 pandemic, which caused major delays in the implementation of the projects owing to travel and site access restrictions and disruptions to labour markets and supply chains.

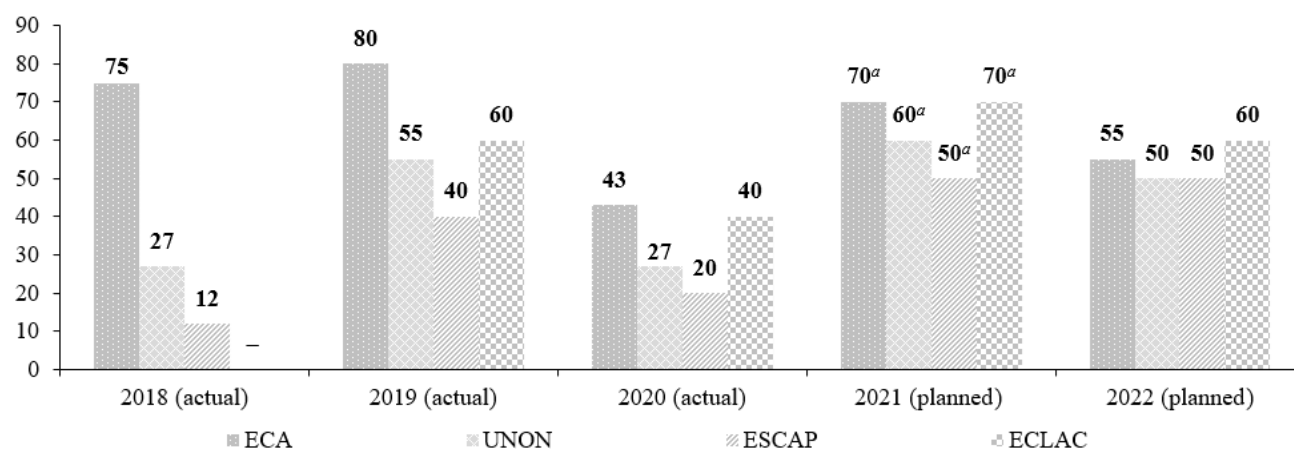
### Proposed programme plan for 2022

25A.133 The component 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 component's work will evolve to provide additional technical guidance and advice and continue to suggest risk mitigation measures for implementing entities, in order to enable the local project teams to eventually recover from the negative impacts of the COVID-19 pandemic on progress in 2020 and 2021; however, lingering effects are also expected to be experienced into 2022, hence the confidence levels are projected to be slightly lower in 2022 than initially forecasted 2021 levels. The expected progress is presented in the updated performance measure below (see figure 25A.V).

Figure 25A.V

**Performance measure: budget confidence levels for ongoing global United Nations construction projects, 2018–2022**

(Percentage)



*Abbreviations:* ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; UNON, United Nations Office at Nairobi.

<sup>a</sup> 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: enhanced property management performance framework<sup>11</sup>

### Programme performance in 2020

25A.134 The component has provided property management performance monitoring services to global United Nations entities by establishing and promulgating a performance framework. The component, through the framework, also provided entities with tools for self-reporting and monitoring their own performance.

<sup>11</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Furthermore, the component, through the framework, ensured improved stewardship and accountability for property management and reporting.

25A.135 The above-mentioned work contributed to improved stewardship and accountability for property management and reporting through the successful extension of the framework to offices away from Headquarters, regional commissions and tribunals during the reporting period, which met the planned target of strategic guidance on property management performance monitoring and reporting extended to the offices away from Headquarters, regional commissions and tribunals; quarterly self-assessment and performance monitoring regime extended to all entities funded from the regular budget, reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

25A.136 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will review and adjust the property management performance monitoring and reporting framework implemented in all Secretariat entities, taking into consideration the varying property management operational requirements and administrative structures of the entities. The expected progress is presented in the performance measure below (see table 25A.19).

Table 25A.19  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Performance management framework made operational in the special political missions	Business intelligence tools applied to enable self-service and reporting capability for end users in Umoja; quality assurance measures for the preparation of IPSAS financial reports extended to the offices away from Headquarters, regional commissions and tribunals	Improved stewardship and accountability for property management and reporting through the successful extension of the framework to offices away from Headquarters, regional commissions and tribunals during the reporting period	Property management performance monitoring and reporting mainstreamed in the standard business processes of all entities	More efficient use of assets through improved utilization of serialized equipment

<sup>a</sup> 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: enhanced data analysis to support resource management in special political missions**

#### **Proposed programme plan for 2022**

25A.137 The component works closely with special political missions to optimize their management of financial resources, by undertaking periodic monitoring of budget performance of the missions and frequent consultations and communications about the financial situation to support the individual missions' planning and execution of their expenditure plan.

*Lessons learned and planned change*

25A.138 The lesson for the component was that financial data and analytics, as well as monitoring and analysis of programmatic performance to support the prioritization of expenditures and missions' decision-making on their financial performance and mandate implementation, are often not readily available and require manual collection of information and ad hoc analysis. In applying the lesson and to achieve continued improvement, the component will enhance the support provided to special political missions in managing their financial resources by investing in training and developing staff capacity of the missions in data analysis, monitoring and reporting, as well as leveraging the new modules (on integrated planning, management and reporting) being made available through Umoja Extension 2.

*Expected progress towards the attainment of the objective, and performance measure*

25A.139 This work is expected to contribute to the objective, as demonstrated by the increased ability of special political missions to monitor and analyse their programmatic and financial performance (see table 25A.20).

Table 25A.20  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Special political missions analyse their financial performance	Special political missions analyse their financial performance (especially with regard to the liquidity situation)	Special political missions analyse their financial performance (especially to articulate the impact of COVID-19 on mandate implementation)	All special political missions use new Umoja modules for monitoring and analysis of programmatic and financial performance	Increased ability of special political missions to monitor and analyse their programmatic and financial performance

**Legislative mandates**

25A.140 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

47/217	Establishment of a Peacekeeping Reserve Fund	61/256	Strengthening of the capacity of the Organization in peacekeeping operations
49/233 A	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
50/221 B	Support account for peacekeeping operations	70/286	Cross-cutting issues
55/231	Results-based budgeting	75/253 A	Special subjects relating to the proposed programme budget for 2021
59/296; 61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues		

## Deliverables

25A.141 Table 25A.21 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 25A.21

### Subprogramme 2, component 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>46</b>	<b>50</b>	<b>43</b>	<b>41</b>
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	26	28	23	22
2. Report to the General Assembly on the updated financial position of closed peacekeeping missions	1	1	1	1
3. Reports to the General Assembly on the final disposition of assets and final performance of peacekeeping missions in liquidation	2	3	2	1
4. Reports to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	7	7	7	7
5. Notes to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	4	4	4	4
6. Reports to the General Assembly on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	6	7	6	6
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>120</b>	<b>82</b>	<b>120</b>	<b>120</b>
7. Meetings of the Fifth Committee of the General Assembly	70	32	70	70
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	50	50	50	50
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>5</b>	<b>–</b>	<b>5</b>	<b>5</b>
9. Statements to the Security Council and other reports on financial implications of activities other than field operations authorized by the Security Council in its resolutions	5	–	5	5
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> discussions with all Member States on financial matters with regard to field operations; specific consultations with all troop- and police-contributing countries on liabilities of missions; advice to substantive committees of the General Assembly on potential budgetary implications.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> expert advice and guidance on budgeting and financial stewardship for 53 active field operations, as well as two closing field operations; quarterly payments to troop- and police-contributing countries; formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations; publication of the Property Management Manual and its dissemination to all entities, including resident coordinator offices; strategic guidance on property management performance monitoring and reporting; supplemental instructions for preparation of IPSAS financial reports on property, plant and equipment; training on property management; expert advice and support on Umoja relating to property management; oversight and technical guidance on major capital projects, ongoing maintenance and alteration projects.				

### **Component 3**

#### **Programme planning and budgeting**

#### **Objective**

25A.142 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans, on the resources required for the work of the Secretariat in line with its mandates and to ensure the effective and efficient management of resources.

#### **Strategy**

25A.143 To contribute to the objective, the component will continue to issue strategic guidance for the preparation of the programme budget and engage with Member States from the early stages of the budget preparation process. The component will also finalize and present to the legislative bodies the Secretary-General's annual programme budgets and the budget of the International Residual Mechanism for Criminal Tribunals, the budget performance reports, and other reports on budgetary matters, including statements of programme budget implications and revised programme budget proposals, in accordance with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The component will also provide substantive services on budgetary matters to the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions. Furthermore, the component will provide online tools accessible to Member States in order to facilitate deliberations on budgetary matters.

25A.144 The component will provide strategic guidance on budgeting and financial stewardship, including on managing the spending authorities; develop policies, methodologies and tools in that regard; and provide advice on all budgetary matters.

25A.145 The component plans to support clients in the preparation of their annual programme budgets, including through virtual workshops and meetings on budgetary matters.

25A.146 The above-mentioned work is expected to result in:

- (a) Increased transparency and strengthened dialogue between the Secretariat and Member States;
- (b) The prudent use of resources, while maximizing programme delivery.

#### **Programme performance in 2020**

25A.147 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Real-time simulations by Member States for better deliberations**

25A.148 The component plays a central role in providing, at the request of Member States, budgetary estimates and financial implications based on various planning and costing scenarios provided by Member States during the budget deliberations. The

timeliness, accuracy and accessibility of the information are important factors in supporting Member States to make informed and time-sensitive decisions.

25A.149 At the end of 2020, the component invested additional time in the development of a robust cost-matrix file that captured the financial impact of potential decisions of Member States. Through the file, well-structured and comprehensive costing information was provided that included additional dimensions, such as the split between post and non-post resources and the link to recommendations from the Advisory Committee on Administrative and Budgetary Questions. The component, while populating the new file, also stepped up the practice of reaching out and consulting with Member States to ensure accuracy in the interpretation of the intent of the proponents, which reduced the risk of inaccurate costing. Once the file was fully populated and after validating the accuracy of its content, the component shared the new file with Member States and made available a new dynamic report format. The new report enabled Member States to independently run simulations of costing scenarios.

*Progress towards the attainment of the objective, and performance measure*

25A.150 The above-mentioned work contributed to the objective, as demonstrated by the improved access of Member States to the financial implications of potential decisions, allowing them to run costing scenarios independently and in real time, tailored to their specific needs (see table 25A.22).

Table 25A.22  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Limited access to the financial implications of potential decisions of Member States, which can only request the Secretariat to provide the financial implications of costing scenarios tailored to their specific needs	Limited access to the financial implications of potential decisions of Member States, which can only request the Secretariat to provide the financial implications of costing scenarios tailored to their specific needs	Improved access of Member States to the financial implications of potential decisions, allowing them to run costing scenarios independently and in real time, tailored to their specific needs

## Planned results for 2022

25A.151 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: results.un.org – holding the Secretariat accountable for its work and deepening the understanding of its contribution to results<sup>12</sup>**

#### **Programme performance in 2020**

25A.152 At the end of 2020, the component launched the results.un.org portal, which provides easy access to the hundreds of results contained in the programme budget for 2021. Available in the six official languages, the interactive portal shows the breadth of the work of the United Nations, for example, how the United Nations is helping to reduce inequality, achieve sustainable development, advance adherence to human rights

<sup>12</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).



obligations and the rule of law, achieve safer and more peaceful societies and ensure greater access to humanitarian assistance and protection for refugees, while advancing international law.

25A.153 During 2020, the component worked with various Secretariat departments, including the Department for General Assembly and Conference Management and the Office of Information and Communications Technology, to analyse and categorize the diverse results and devise a simple information architecture that enables users to easily access their areas of interest. For example, the information architecture allows the user to filter by specific themes, such as Governments, indigenous peoples, persons with disabilities, women, youth and other minorities and vulnerable groups. In the prototyping phase, the component conducted user research to inform the portal features and supported the design of wireframes and mock-ups of the website. Throughout the construction and pilot launch, the component tested features and refined the categorization and filtering of information for simplicity and enhanced usability. As a result of the testing, users can now filter results by entity, geographic location and category of result, and can use intelligent search capability, providing a seamless and effective way to access the large diversity of results.

25A.154 The above-mentioned work contributed to positive feedback provided by Member States during the demonstration of the new results.un.org portal and recognition by Member States of the involvement of programme managers in the programme planning and budget process, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

25A.155 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will engage further with Member States to identify areas of potential interest and add dimensions in those areas in future enhancements of the portal. The component will also liaise with the Department of Global Communications to explore opportunities to further disseminate the information through other means. The expected progress is presented in the performance measure below (see table 25A.23).

**Table 25A.23**  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Feedback on parliamentary documentation and budget process	Feedback on parliamentary documentation and budget process	Positive feedback from Member States on results.un.org, and recognition by Member States of the involvement of programme managers in the programme planning and budget process	Member States benefit from easier access to richer programmatic information	Member States have enhanced access to higher number of results narratives and can more easily find information by filtering results by additional dimensions, such as type of country (e.g., least developed countries) and priorities of the Organization

<sup>a</sup> 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: enhanced accessibility of budgetary information through use of an information portal<sup>13</sup>

### Programme performance in 2020

25A.156 The component developed, with the assistance of the Umoja team, a financial dashboard providing real-time budgetary information. The dashboard provides Member States with access to enriched and real-time budgetary information that can be tailored to their individual needs. Furthermore, the information has been provided on a more granular level than in the past. For instance, in addition to the overall provisions for travel, Member States will now have access to the itineraries and assumptions underpinning the estimates.

25A.157 The above-mentioned work contributed to meaningful, timely and easy-to-understand budgetary information for Member States through the financial dashboard, which met the planned target of understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions; views expressed by Member States on the format and structure of information to be sought through the new portal, reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25A.158 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further enrich and broaden the scope, granularity and usability of the information provided on the basis of the requirements of and feedback from Member States. The expected progress is presented in the performance measure below (see table 25A.24).

Table 25A.24  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Access by Member States to meaningful, timely and easy-to-understand budgetary information through the financial dashboard	Understanding by Member States of budget proposals through reports, supplementary information, responses to written questions and instantaneously through the new dashboard; formal feedback from Member States indicating that the instantaneously available information facilitated the intergovernmental process	Real-time access, through the financial portal, to at least five information elements, including monthly expenditure, that would otherwise require written questions by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly

<sup>a</sup> 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.

<sup>13</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29A)).

### **Result 3: improved budgeting in the United Nations through early and direct engagement with Member States**

#### **Proposed programme plan for 2022**

25A.159 In accordance with the Secretary-General's vision for a more responsive, accountable, results-oriented budgeting process, the component has been presenting annual budget proposals with more engagement from programme managers and Member States in the process. In that regard, the component has been organizing more than 20 workshops each year, engaging between 1,200 and 1,500 programme managers and supporting their formulation of the programmatic aspects of the budget proposals. In addition, the component added new workshops that support departments in the preparation of the post and non-post resource requirements of the budget proposals, which cover, among other aspects, the utilization of new functionalities of Umoja budget formulation systems that facilitate the preparation of budgets.

25A.160 Starting in early 2020, the component institutionalized the direct engagement with Member States in the budget preparation process. This early engagement with Member States, which takes place in February, provides an opportunity for the component to confirm its interpretation of the provisions contained in the resolutions of the General Assembly adopted at the end of the previous year.

25A.161 These adjustments were introduced by the component without prejudice to the sequential nature of the budgetary process, as programme plans continue to be formulated prior to the resource requirements portion of the budget. Despite the capacity challenges associated with the effort required to prepare the early engagement with Member States and the additional workshops, which now also cover the post and non-post resource requirements and the information systems utilized to prepare that portion of the budget, the component continues to prioritize these new initiatives in the budgetary process, as they are believed to enable the preparation of better budget reports and facilitate the deliberations by Member States. Additionally, the initiatives are closely aligned with some of the intended benefits of the budget reform, including the more results-oriented culture in the United Nations and increased transparency and accountability of the budget process within the Secretariat.

#### *Lessons learned and planned change*

25A.162 The lesson for the component was that the engagement with Member States provides invaluable insight and unique opportunities to enhance budgeting in the United Nations. It provides an opportunity not only to confirm the understanding of the guidance from the General Assembly, but also to introduce refinements to the information to be presented in future budget proposals. In applying the lesson, the component will expand the scope of the early engagement with Member States to ensure a more comprehensive coverage of budgetary aspects. For example, in 2021, the component expanded the scope of the early engagement with Member States and also validated the translation of the provisions in Assembly resolution [75/252](#) to the budget proposals for 2022, sought feedback on the first financial performance report and explored further enhancements to the recosting presentation. This more extensive coverage went beyond the programmatic segment of the budget proposals, which was the focus of the early engagement in 2020. In 2022, the component will expand the scope further, and intends to promote a discussion on the experience of the Secretariat during the implementation of the annual budget.

*Expected progress towards the attainment of the objective, and performance measure*

25A.163 This work is expected to contribute to the objective, as demonstrated by the decision of Member States to confirm the change to an annual budget period and a budget submitted in an enhanced format, achieved as a result of the recommendations of Member States through various resolutions and through the early engagement (see table 25A.25).

Table 25A.25

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Decision by Member States to improve the budget presentation format for 2021 by reducing the use of photographs, incorporating the list of mandates and deliverables into the official published document, adding strategy at the subprogramme level, providing more years of performance measures and presenting consolidated financial information at the section level	Decision by Member States to improve the budget presentation format for 2022 by adding more results narratives, improving the structure and consistency of strategies and providing additional information on posts and positions, preliminary estimates for major construction projects and consolidated information on information and communications technology spending	Decision by Member States on no more than five improvements to the budget presentation and format for 2023	Decision by Member States to confirm the change to an annual budget period and a budget submitted in an enhanced format based on guidance by Member States

**Legislative mandates**

25A.164 The list below provides all mandates entrusted to the component.

*General Assembly resolutions*

2617 (XXIV)	Study of the nature of the increases in the level of expenditure in the United Nations regular budget	42/211	Implementation of General Assembly resolution 41/213
41/213; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	55/231	Results-based budgeting
		75/243	Programme planning
		75/252	Questions relating to the proposed programme budget for 2021

**Deliverables**

25A.165 Table 25A.26 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 25A.26

**Subprogramme 2, component 3: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>71</b>	<b>83</b>	<b>81</b>	<b>83</b>
1. Reports to the General Assembly on the proposed programme budget, including programme plan and performance information	47	47	48	50
2. Reports to the General Assembly on the proposed budget, revised estimates and performance information for the International Residual Mechanism for Criminal Tribunals	3	2	3	3
3. Reports to the General Assembly on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	2	4	2	2
4. Statements to the General Assembly on the programme budget implications of draft resolutions	8	9	8	8
5. Ad hoc reports and conference room papers to the General Assembly on financial and budgetary matters	11	21	20	20
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>120</b>	<b>150</b>	<b>176</b>	<b>176</b>
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	67	97	97	97
7. Hearings of the Advisory Committee on Administrative and Budgetary Questions	53	53	79	79
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>109</b>	<b>144</b>	<b>99</b>	<b>110</b>
8. Oral statements of programme budget implications arising from draft resolutions	93	131	93	100
9. Letters to the Advisory Committee on Administrative and Budgetary Questions on extrabudgetary posts or positions at the level of D-1 and higher	16	13	6	10
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings for Member States on programme planning and budgetary matters; advice on the potential budgetary implications of approximately 500 draft resolutions of the Main Committees of the General Assembly.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> expert advice and guidance on budgetary issues and policies relating to programme planning and budgeting for 28 programmes and 41 budget sections.				

**Subprogramme 3****Human resources****Component 1****Global strategy and policy****Objective**

25A.166 The objective, to which this component contributes, is to ensure a decentralized, agile, field-focused management paradigm, for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

## Strategy

25A.167 To contribute to the objective, the component will promote an agile, geographically diverse, inclusive and gender-balanced workforce that represents the diverse peoples of the world and enhances the Organization's ability to perform, and will simplify and streamline management policies that will underpin a modern management framework to enable the effective delivery of mandates. The component will also provide efficient human resources services supported by an enabling policy framework to fulfil clients' mandates, where team, individual and organizational performance are aligned and human resources risks are transparently and effectively managed, as characterized by an accountable Organization. The component will remain committed to fostering innovation as a means of improving programmatic delivery of human resources in support of cultural change across the Organization. It will establish strategic policy imperatives anchored on guidance and feedback from entities, particularly from the field. The component will continue to provide authoritative policy interpretation to ensure consistency, fairness and the equitable treatment of staff in the global Secretariat and oversee the setting of salaries and benefits for locally recruited staff members by applying International Civil Service Commission (ICSC) methodologies. The component will actively engage with management on all aspects of relations between staff and management and work with other organizations of the United Nations common system of salaries and allowances to advance the work of the High-level Committee on Management and the Human Resources Network of CEB, and through ICSC, including by leading the implementation of the United Nations workplace mental health and well-being strategy across the United Nations system.

25A.168 For greater integration and collaboration and to improve efficiency and reduce costs, the component will advance efforts towards mutual recognition over time, which calls for entities within the United Nations common system to operate according to the principle of mutual recognition of best practices in terms of policies and procedures.

25A.169 The component will continue to lead the efforts to enhance harmonization and improve efficiency in the United Nations system. A flagship initiative, known as "OneHR", will be relaunched in 2022 and will provide United Nations system organizations with job classification and/or reference verification services. Other services rationalizing service delivery will also be offered to the common system organizations.

25A.170 The component will continue to improve talent management in the Organization and, in particular, work towards implementing a new approach to mobility, adopting new values and behaviours in talent management, ensuring the universality of candidate assessment methods and strengthening the performance management framework. Additionally, the component will ensure that future workforce needs are based on entities' strategic direction, assuring that strategic workforce planning remains aligned to the evolving priorities of entities and influences future workforce analysis to inform talent management actions, such as the upskilling of staff or the creation of new functions. It also will aim to attract the best talent through strategic outreach, particularly with regard to geographical diversity and gender parity.

25A.171 The above-mentioned work is expected to result in:

(a) The use of human resources policies by managers to exercise their delegated authority effectively and in full compliance with the Organization's legislative mandates and internal policies;

(b) Talent acquisition focusing on current workforce gaps and future needs, and enhancement of existing talent through learning and development, mobility and effective performance management;

(c) A diverse workforce that reflects the peoples the Organization serves.

## Programme performance in 2020

25A.172 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 cross-functional and cross-level pairing in global mentorship programme

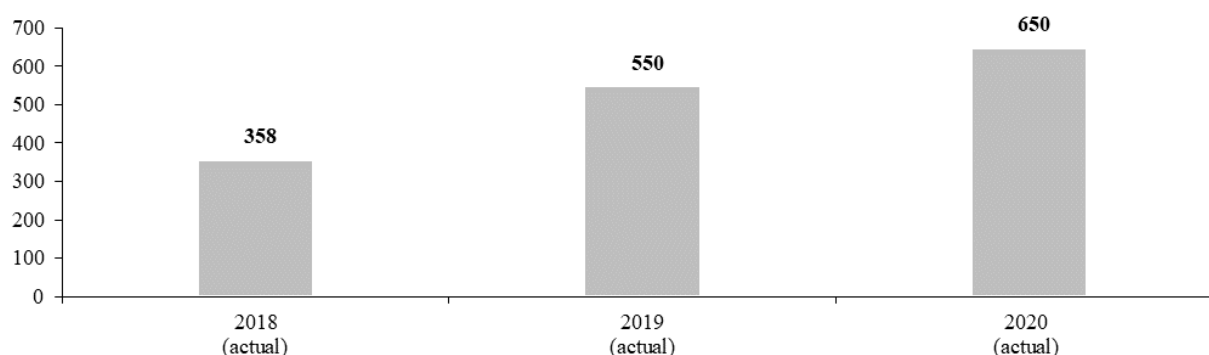
25A.173 Mentoring programmes are a career enrichment opportunity and are proven to improve the motivation and productivity of the workforce. To nurture an environment that promotes open-mindedness and contributes towards professional satisfaction among staff, the Office of Human Resources, in partnership with ESCAP, delivered mentoring programmes to staff working remotely across three time zones. Built on the foundational elements of mentoring and seeking to break through some of the cultural barriers in the United Nations, the joint project enabled a flexible pairing system in which mentees could be paired with mentors of different levels. Supported by software with an algorithm that proposes mentor-mentee pairings, the subprogramme saved significant time and resources while offering a widely available opportunity for thousands of staff globally. The algorithm included input from mentees in the pairing process, which involved a mix of automation and human choice. Most importantly, it enabled all levels and types of staff to participate. The programme opened opportunities to expand beyond Secretariat entities and connected mentees and mentors from across common system organizations. Through this approach, the component facilitated a richer experience and chipped away at assumptions made about job levels and what they mean.

### *Progress towards the attainment of the objective, and performance measure*

25A.174 The above-mentioned project contributed to the objective, as demonstrated by 650 pairings across 118 countries and 82 duty stations in 2020 (see figure 25A.VI). Through these programmes, the component promoted empowerment among the staff as mentors shared knowledge, experience and career advice, demonstrating openness and goodwill. It is expected that strengthening mentoring relationships across the job levels will further nurture an environment that promotes open-mindedness and contributes towards professional satisfaction among staff.

Figure 25A.VI

**Performance measure: number of mentor-mentee pairings in the mentoring programme**



**Impact of COVID-19 on component delivery**

25A.175 Owing to the impact of COVID-19 during 2020, the component's work on policy simplification, for example, the review and revision of administrative issuances, was significantly diverted to support the needs of entities, provide policy advice and develop COVID-19 guidance, which required extensive coordination among the United Nations common system. It significantly slowed down the ongoing and strategic policy development work.

25A.176 Owing to travel restrictions, several ICSC meetings were cancelled, including one plenary session and some working group sessions, including of the working groups on the local salary survey methodology and parental leave. In-person staff-management meetings for both the global Staff-Management Committee and the Joint Negotiation Committee for the Field were also cancelled.

25A.177 At the same time, however, the component identified new activities to support its clients on issues that emerged during the COVID-19 pandemic with implications going forward. Through the leveraging of technology, the component's outreach activities were converted to virtual engagements, expanding the reach of such activities to audiences from parts of the world otherwise not possible to reach. Simultaneously, the global pandemic accelerated organizational learning, which the component used to design, develop and offer training online. All leadership and management development programmes with a face-to-face component were transformed into remote delivery in 2020, contributing to expanded outreach. Additionally, a key project that is part of the strategic workforce planning framework and constitutes a vital building block for introducing strategic workforce planning was recalibrated for successful online delivery.

**Planned results for 2022**

25A.178 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: realignment of the human resources policy framework to support the transition to a decentralized, field-focused management paradigm<sup>14</sup>****Programme performance in 2020**

25A.179 The component continued its innovative approaches to realigning the human resources policy framework to empower Secretariat entities to effectively and responsibly exercise their delegated authority for human resources management and ensure the delegation of centrally held decision-making authority closer to the point of service delivery. In doing so, the component aligned its capacities with the most pressing policies, such as the downsizing policy, while also developing a broad range of policy guidance to address the impact of COVID-19 on human resources issues. The component also simplified the process for policy prioritization, development, consultation and approval by providing opportunities for entities to contribute their interests and perspectives to policy development. Furthermore, the component, through engagement with entities, sought feedback and perspectives on policy instruments and their impact on operations, especially in the field.

25A.180 The above-mentioned work contributed to positive feedback from clients throughout the Secretariat that indicated the positive impact of the revised regulatory

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<sup>14</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).



framework on the effective management of human resources, including in the field, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

25A.181 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will prioritize the development and modernization of policies with the highest impact on the mandate delivery of the Organization. The expected progress is presented in the performance measure below (see table 25A.27).

Table 25A.27  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Clients in Secretariat entities engaged in identifying areas for the simplification and revision of the regulatory framework	Continued simplification and revision of the regulatory framework, including detailed matrix on new delegation of authority; client needs integrated into the revised policies	Feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field	Continued simplification and revision of the regulatory framework; client needs integrated into the revised policies; feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field	Continued simplification and revision of the regulatory framework; client needs integrated into the revised policies; feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field

<sup>a</sup> 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: more diverse and inclusive workforce<sup>15</sup>

#### Programme performance in 2020

25A.182 The component has consistently engaged with Member States, in particular those that are unrepresented or underrepresented and troop- and police-contributing countries, to raise awareness among their nationals about job and career opportunities with the Organization. Working towards the result of a diverse and inclusive workforce, the component launched a diversity toolkit for reassignment and recruitment, which provides actionable measures for hiring managers, human resources practitioners and senior managers, to be implemented during the different phases of filling posts in line with diversity goals, including the goal on geographical diversity. The senior manager's compact establishes key performance indicators for gender and geography for each year and holds senior managers accountable. Member State-specific outreach profiles were created for unrepresented and underrepresented Member States and those contributing troops, consisting of information on the

<sup>15</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

growing sectors and skill sets and useful information on effective communication channels, professional associations in each functional area, universities, popular national and local media outlets and social media channels in each Member State. In the report of the Secretary-General entitled “Composition of the Secretariat: staff demographics” (A/75/591 and A/75/591/Add.1), the component, for the first time, provided an additional in-depth analysis of factors having an impact on progress towards improving diversity. In particular, the analysis focused on key challenges and opportunities to achieve the gender parity and the geographical diversity objectives to inform talent management initiatives in those areas.

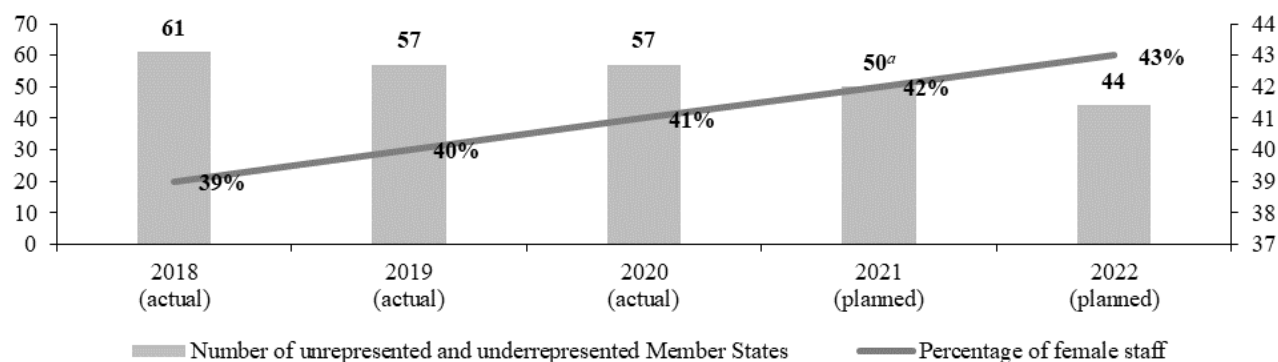
25A.183 The above-mentioned work contributed to the number of unrepresented and underrepresented Member States remaining at 57, which did not meet the target of 55 reflected in the proposed programme budget for 2021. Owing to liquidity constraints, hiring for regular budget positions was frozen in 2020. Therefore, there was little to no opportunity to improve geographical representation throughout 2020, resulting in overall stability of the number of unrepresented and underrepresented Member States throughout the year.

### Proposed programme plan for 2022

25A.184 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will align the global outreach activities to achieve the goals of the Secretariat’s geographical diversity and the United Nations system-wide gender parity strategies, conduct a comprehensive examination of the recruitment methods of the United Nations from a diversity perspective to eliminate any potential unconscious bias or other inclusion issues and continue efforts to expand the availability of qualified female candidates for future vacancies through the use of innovative mechanisms such as pipelines and talent pools. Furthermore, it will deploy a robust methodology for data collection and launch evidence-based measures in support of diversity in the Organization. The efforts undertaken will enhance the mainstreaming of diversity and inclusion in the workforce. The expected progress is presented in the performance measure below (see figure 25A.VII). The aim of the component is to make progress towards attaining gender parity by 2028 and for there to be no unrepresented or underrepresented Member States in the Secretariat by 2030.

Figure 25A.VII

**Performance measure: number of unrepresented and underrepresented Member States and representation of women as a percentage of total staff**



<sup>a</sup> 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: enhanced access to human resources information for Member States

#### Proposed programme plan for 2022

25A.185 In 2020, in collaboration with other stakeholders, the component initiated an ambitious business transformation project to create a “common data warehouse” for corporate and management data of different functional areas, including human resources. Parts of the Secretariat have already taken advantage of this approach and are working with the corporate enterprise systems to provide enhanced accessibility to Member States’ contribution data by creating a new online information portal.

#### *Lessons learned and planned change*

25A.186 The lesson for the component was that Member States are expecting timelier and more detailed workforce data than currently available in HR Insight. In applying the lesson, the component will seek to replace and modernize the portal to include enhanced features for Member States. The new portal will incorporate additional information from the current paper-based reports of the Secretary-General on the composition of the Secretariat and on gratis personnel, retired staff and consultants and individual contractors into a front-end web tool as it becomes available in the enterprise resource planning system. The portal will provide a monthly online update of some information that is currently published only on an annual basis and will present the information in a visually more appealing and accessible way.

#### *Expected progress towards the attainment of the objective, and performance measure*

25A.187 This work is expected to contribute to the objective, as demonstrated by Member States having access to Secretariat staff composition data through the enhanced online portal, which takes readings from the new common data warehouse, and the increased timeliness of data availability and increased data transparency, contributing to efficient monitoring of the Secretariat workforce composition by Member States, which will better inform decision-making (see table 25A.28).

Table 25A.28  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Member States have access to Secretariat staff composition data through HR Insight	Member States have access to Secretariat staff composition data through HR Insight	Member States have access to Secretariat staff composition data through HR Insight	<ul style="list-style-type: none"> <li>• Member States have access to Secretariat staff composition data through HR Insight</li> <li>• Foundation for the new common data warehouse, with human resources information and accessible portal, is built</li> </ul>	<ul style="list-style-type: none"> <li>• Member States have access to Secretariat staff composition data through the enhanced online portal, which takes readings from the new common data warehouse</li> <li>• Increased timeliness of data availability and increased data transparency, contributing to efficient monitoring of the Secretariat workforce</li> </ul>

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
				composition by Member States, which will better inform decision-making

## Legislative mandates

25A.188 The list below provides all mandates entrusted to the component.

### General Assembly resolutions

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations	61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
58/144	Improvement of the status of women in the United Nations system		
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda	63/271 68/265 72/254 74/254 75/245 A	Amendments to the Staff Regulations Mobility framework Human resources management Seconded active-duty military and police personnel United Nations common system

## Deliverables

25A.189 Table 25A.29 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 25A.29

### Subprogramme 3, component 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	5	6	5	6
1. Reports to the General Assembly	5	6	5	6
<b>Substantive services for meetings</b> (number of three-hour meetings)	133	100	115	119
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	6	6	7	6
3. Meetings of the Fifth Committee of the General Assembly	35	29	20	35
4. Meetings of the International Civil Service Commission	92	65	88	78
<b>E. Enabling deliverables</b>				
<b>Administration:</b>				
<b>Strategy and policies:</b> policy documents and tools on human resources policies and procedures, including on conditions of service and the enhanced delegation of authority; expert advice and authoritative guidance to all Secretariat entities on human resources-related rules and policies; salary surveys; provision of classification advice and related appeals.				

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<p><b>Talent management:</b> talent management strategies, policies, processes and tools pertaining to diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices, including a new diversity toolkit, a full set of 60 profiles of unrepresented and underrepresented Member States to enable targeted outreach and new technology for establishing a diverse talent pool; outreach with a focus on online channels and platforms, including participation in 27 career events organized with academia and other professional networks; servicing of staff management bodies, including the Staff-Management Committee; strategic workforce planning framework and human resources analytics; online and ad hoc reports for Member States on human resources information, including support for more than 180 users in permanent missions.</p> <p><b>Organizational learning:</b> organizational learning, performance management and staff development strategies, programmes and tools to build leadership and management capacity, including continuation of the e-management certificate programme for at least 500 staff members with first reporting officer responsibilities; continuation of the United Nations System Executive Management Programme for approximately 235 staff members with second reporting officer functions; management and leadership development programmes, including the United Nations Leaders Programme for approximately 85 D-1 and D-2 staff members; support for the participation of about 40 female staff members in the “Leadership, women and the United Nations ” programme; building and strengthening coaching capacity for staff with first reporting officer functions; assessment of the leadership culture in the Secretariat; leadership programmes and senior leadership support programme for Assistant Secretaries-General and Under-Secretaries-General; strategic advice, tools and guidance on organizational development, including diversity and inclusion; development and support for professional and substantive skills development programmes, including six mandated corporate learning programmes, as well as substantive skills programmes; strategies and tools for career enhancement and growth; frameworks, strategies, tools and guidance on performance management, including managerial effectiveness; launch of a new learning management system that will meet the evolving needs for learning and building staff capacity throughout the Secretariat; and conduct of the 2022 learning needs analysis to identify high-priority and emerging staff capacities to deliver on mandates.</p> <p><b>Internal justice and oversight:</b> serving as expert witness for testimonies to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal on matters of policy, compensation and conditions of service.</p>				

## Component 2

### Administrative law

#### Objective

25A.190 The objective, to which this component contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

#### Strategy

25A.191 To contribute to the objective, the component will develop, deploy and use a global case management system and identify lessons learned, including in relation to critical incidents affecting the well-being and safety of staff, and develop tools and guidance material for senior leaders.

25A.192 The component will also engage in capacity-building, including through the ALD Connect online information-sharing platform, direct outreach to senior managers and the ongoing development of tools and guidance materials to support senior managers in carrying out their responsibilities and exercising their authority.

25A.193 The component will also review disciplinary matters for sanctioning purposes, represent the Secretary-General before the United Nations Dispute Tribunal with regard to appeals against administrative decisions, continue to expand screening for integrity for the Secretariat and continue to review and update policies relating to the conduct of personnel.

25A.194 The above-mentioned work is expected to result in:

- (a) Enhanced oversight across the Secretariat as well as monitoring of matters that affect the reputation of the Organization, and the timely review and handling of misconduct matters;
- (b) Well-informed decision-making by senior managers;
- (c) An enhanced culture of individual accountability.

## Programme performance in 2020

25A.195 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Effective adherence to standards of conduct following management reform

25A.196 Following the management reform, conduct and discipline management was consolidated to include all related matters in the work of the component. This was done to ensure an integrated end-to-end approach to managing misconduct. The approach led to strengthened prevention, risk management and awareness-raising, improved outreach to beneficiaries and led to synergies, such as those between field missions and the other Secretariat entities where there is now a holistic approach to conduct and discipline. In addition, lessons from case management gathered in 2020 have informed policy and decision-making.

25A.197 In addition, following the COVID-19 crisis and in the context of management reform, the component served as a catalyst for action in the face of serious incidents. The component supported cross-departmental responses to matters of a critical nature. For both clients and service providers, this resulted in not only consistent guidance provision but also consideration, through feedback, of changes to the applicable administrative framework that further streamlined administrative processes and afforded greater flexibility in handling these context-specific matters more effectively.

### *Progress towards the attainment of the objective, and performance measure*

25A.198 The above-mentioned work contributed to the objective, as demonstrated by a coherent and integrated approach to misconduct management, both within the subprogramme and across other offices and departments of the Secretariat, through close coordination (see table 25A.30).

Table 25A.30  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	A coherent and integrated approach to misconduct management, both within the subprogramme and across other offices and departments of the Secretariat, through close coordination

### **Impact of COVID-19 on component delivery**

25A.199 In response to the pandemic, during 2020, the subprogramme had to adapt its approach to all regular engagements with stakeholders, including critical capacity-building initiatives, to support the implementation of results 1 and 2 below. In order to meet the challenges posed by COVID-19, the component conducted biweekly online meetings with conduct and discipline teams and focal points, including the Victims' Rights Advocate. Those meetings allowed for exchanges on the constraints and challenges as a result of COVID-19; discussions and presentations on substantive issues; and the added benefit of discussions on a range of issues to support the implementation of programmes, which may not have been possible without the regular meetings. Furthermore, to enable access to secure systems such as the Misconduct Tracking System and the victim assistance tracking system, multi-factor authentication was enabled so that a United Nations server or mobile office was not required to access these secure and confidential systems.

### **Planned results for 2022**

25A.200 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: integrated approach to upholding the highest standards of conduct<sup>16</sup>**

#### **Programme performance in 2020**

25A.201 The component formed the Secretariat network of conduct and discipline focal points, the ALD Connect network, which comprises all Secretariat entities, including 50 entities (departments and offices based in New York, offices away from Headquarters, regional economic and social commissions, tribunals and field operations) that have conduct and discipline focal points and 31 field operations that either have a conduct and discipline team or are covered by a conduct and discipline team. Through the ALD Connect network of conduct and discipline focal points, the component engages directly with the 81 entities, which represent all Secretariat entities across the globe.

25A.202 The component organized over 20 in-person and online capacity-building activities with conduct and discipline focal points from departments and offices based in New York, offices away from Headquarters, regional economic and social commissions, tribunals and field missions on a variety of conduct and discipline policies and processes. Sessions included the reporting, recording and tracking of misconduct allegations; a series of workshops to help entities to develop their misconduct risk register and workplan; a session dedicated to the development of sexual exploitation and abuse action plans requested by the Secretary-General; and training on the role of conduct and discipline focal points under the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)). The sessions involved subject matter experts from across the component and were developed in collaboration with key stakeholders across the Organization, including the Victims' Rights Advocate, the Investigations Division of the Office of Internal Oversight Services and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. The sessions serve as an opportunity for colleagues to ask questions and share their experiences and the good practices they have put in place.

<sup>16</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 29A\)](#)).

The ALD Connect intranet platform offers documentary and video resources and allows for dynamic and continuous communication and knowledge exchange.

25A.203 The above-mentioned work contributed to the appointment of conduct and discipline focal points in all Secretariat entities, which met the planned target reflected in the proposed programme budget for 2020.

### **Proposed programme plan for 2022**

25A.204 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will build capacity through information sessions, training and workshops on various topics to keep conduct and discipline practitioners and members of the network of conduct and discipline focal points up to date on relevant policies and support their implementation, learning from feedback and requests for information. The expected progress is presented in the performance measure below (see table 25A.31).

Table 25A.31  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	100 per cent of entities designated a conduct and discipline focal point	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Strengthened capacity across the Secretariat for integrated tracking and monitoring of misconduct

<sup>a</sup> 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: deployment of a Secretariat-wide case management tracking system<sup>17</sup>**

#### **Programme performance in 2020**

25A.205 Jointly with the Office of Information and Communications Technology, the component has completed the development of the main module of a case management system. The component rolled out the module to users in January 2021.

25A.206 The above-mentioned work contributed to all conduct and discipline focal points across the entire Secretariat having access to the global case management system, which met the planned target reflected in the proposed programme budget for 2021.

<sup>17</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).



### Proposed programme plan for 2022

25A.207 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to support the roll-out of the case management tracking system, ensuring training and access for identified users. The expected progress is presented in the performance measure below (see table 25A.32).

Table 25A.32

#### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Conduct and discipline focal points across the entire Secretariat have access to the global case management system	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Increased expertise of end users on the use of reporting dashboards for informed decision-making

<sup>a</sup> 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 individual accountabilities

#### Proposed programme plan for 2022

25A.208 Over the past few years, the component has put in place the building blocks to realize the broad objectives outlined in the Secretary-General's vision for management reform, namely, to enhance the culture of individual accountability. These include the development of the conduct and discipline function across the global Secretariat, based on the principles of accountability, delegation of authority, informed decision-making, integration and harmonization of standards and practices, including, but not limited to, the ALD Connect network and the global case management system.

#### *Lessons learned and planned change*

25A.209 The lesson for the component was that it needed to build on and expand the Misconduct Tracking System previously used by all peacekeeping missions to make a new system available to the ALD Connect network. Through the use of the Misconduct Tracking System, the component had already documented lessons for the overall development of the new global case management tracking system. As the Misconduct Tracking System was made available to users and developers to ensure that end users took advantage of the platform, the component received important feedback throughout its deployment on how to improve and refine the global case management tracking system. In applying the lesson, the component will update the categorization of misconduct in the database and add new data fields to the user interface and enhance it to enable harmonized recording, reporting and oversight of the entire allegations handling process. The component plans to roll out a training

programme that will incorporate the lessons and experience of users, as well as guidance going forward in the full roll-out. In parallel, the component will analyse lessons learned, identify client needs and capture evolving Organizational mandates. By developing and expanding these tools, the component aims to grow a culture of individual accountability that enables strengthened leadership and individual dedication to promote and respect the United Nations standards of conduct.

*Expected progress towards the attainment of the objective, and performance measure*

25A.210 This work is expected to contribute to the objective, as demonstrated by the strengthened capacity of all Secretariat entities to manage misconduct cases, increase reporting capacity and facilitate the identification of trends that strengthen decision-making and policy development (see table 25A.33).

Table 25A.33

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Structured knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through ALD Connect	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Strengthened capacity of all Secretariat entities to manage misconduct cases, increase reporting capacity and facilitate the identification of trends that strengthen decision-making and policy development

**Deliverables**

25A.211 Table 25A.34 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 25A.34

**Subprogramme 3, component 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report for the General Assembly	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>20</b>	<b>32</b>	<b>20</b>	<b>23</b>
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	5	8	5	5
3. Meetings of the Fifth Committee of the General Assembly	7	16	7	10
4. Meetings of the Special Committee on Peacekeeping Operations	2	2	2	2
5. Meetings of the Fourth Committee of the General Assembly	2	1	2	2

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
6. Meetings of the Sixth Committee of the General Assembly	3	3	3	3
7. Meetings of the Committee for Programme and Coordination	1	2	1	1

### C. Substantive deliverables

**Consultation, advice and advocacy:** provision of best practices and lessons learned on conduct issues to other international organizations (such as the African Union, the North Atlantic Treaty Organization and CEB entities); advocacy with Member States on conduct and discipline issues.

**Databases and substantive digital materials:** management of public database and website relating to conduct and discipline.

### E. Enabling deliverables

**Administration:** implementation and oversight, including updating, of the Organization's conduct and discipline policies; development and maintenance of the strategic framework for response to critical incidents in order to support business continuity and meet the Organization's duty of care obligations, including staff safety and security; training of the global network of approximately 80 conduct and discipline focal points.

**Internal justice and oversight:** representation of the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative decisions, including challenges to disciplinary sanctions (approximately 250 cases); facilitation of informal dispute resolution in partnership with relevant Secretariat entities; advice to all Secretariat entities on conduct and discipline and administration of justice matters; advice to all Secretariat entities on critical incidents; creation of the ALD Connect network; maintenance of databases on conduct issues, victim assistance, administrative appeals and disciplinary matters referred, including integrated data analysis.

## Subprogramme 4 Business transformation and accountability

### Objective

25A.212 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, agile Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

### Strategy

25A.213 To contribute to the objective, the subprogramme will reinforce the Organization's systems of accountability by evaluating overall organizational performance trends; assessing the alignment of roles and responsibilities and monitoring the exercise of delegated authority; monitoring the senior managers' compacts; mainstreaming the use of evaluation as part of the programme planning cycle; and coordinating the Secretariat's interaction with oversight bodies and identifying trends in their recommendations. The subprogramme will carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, using an enterprise risk management approach, and will support the achievement of mandated programmatic results by training all entities in results-based management. The subprogramme will also support the implementation of the data strategy of the Secretariat, enable entities to access management data from Secretariat systems and analytical tools supporting data-driven decision-making, and lead and coordinate the Secretariat's portfolio of business transformation projects, such as with regard to the availability of a comprehensive business intelligence platform.

25A.214 The above-mentioned work is expected to result in:

- (a) A reinforced accountability culture in the Organization in the areas of risk awareness and monitoring performance;

- (b) Greater use of enterprise data in decision-making and programme delivery;
- (c) Teams across the Secretariat strengthening new collaboration practices using online platforms, as specified in more detail under result 3 below.

## Programme performance in 2020

25A.215 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Proactive approach: managers better prepared to mitigate risk

25A.216 The United Nations operates in an environment of growing complexity and uncertainty, which requires managers at all levels to be proactive in identifying and mitigating risks through the maintenance of an up-to-date risk register and the definition of appropriate risk responses. Enterprise risk management supports enhanced accountability and facilitates effective decision-making in the Organization. The subprogramme worked with senior leadership and key stakeholders to finalize the revised Secretariat-wide risk register, which took into account the response to the COVID-19 pandemic. The risk register was approved by the Management Committee in July 2020, which was a critical milestone towards mainstreaming risk management across the Secretariat.

25A.217 The subprogramme also coordinated the establishment of eight functional working groups across the Secretariat, led by corporate risk owners at principal level, to create risk treatment and response plans for the most critical risks affecting the global Secretariat. Furthermore, the subprogramme offered several webinars and virtual conferences for enterprise risk management focal points worldwide – attended by hundreds of participants – to promote a risk-aware culture and to support managers to identify, evaluate and mitigate risks to their operations. Additionally, a new online training module, “Fundamentals of enterprise risk management”, was released and taken by hundreds of staff members.

### *Progress towards the attainment of the objective, and performance measure*

25A.218 The above-mentioned work contributed to the objective, as demonstrated by a comprehensive Secretariat-wide risk register being in place and the completion of full risk assessments of 17 Secretariat entities in accordance with the enterprise risk management policies and procedures, contributing to promoting a risk-aware culture and better decision-making in support of mandate delivery (see table 25A.35).

Table 25A.35

#### Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Limited development of risk assessments and preparation of risk registers at entity level in accordance with the enterprise risk management policies and procedures	Revision of the Secretariat-wide risk register to provide strategic guidance on the development of local risk registers at the entity level and development of a network of enterprise risk management focal points to implement risk assessments at the entity level	A comprehensive Secretariat-wide risk register in place, and completion of full risk assessments of 17 Secretariat entities in accordance with the enterprise risk management policies and procedures, contributing to promoting a risk-aware culture and better decision-making in support of mandate delivery

### **Impact of COVID-19 on component delivery**

25A.219 Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to the delivery of its planned workshops and site visits. Planned in-person workshops and site visits were replaced by a series of shorter virtual briefings in the areas of enterprise risk management, oversight coordination, results-based management, evaluation, data analytics, management dashboard, delegation of authority and senior managers' compacts. Those briefings were either designed for participation from all entities and a wide audience or tailored to a specific group of client entities. A similar approach was followed to provide briefings on the accountability system of the Secretariat, often resulting in the briefings reaching a wider audience than originally expected, but not being able to always lead to deep-dive analysis or advanced training sessions to the extent originally planned.

25A.220 At the same time, however, the subprogramme identified additional deliverables to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely, the establishment of the enterprise risk management task force to support Secretariat entities on issues related to COVID-19 and the expansion of the Secretariat-wide risk register.

### **Planned results for 2022**

25A.221 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: programme managers using evidence-based systems for improved decision-making and performance<sup>18</sup>**

##### **Programme performance in 2020**

25A.222 The subprogramme enhanced the online management dashboard launched in 2019, thereby providing managers in all Secretariat entities with greater insight into business data to support evidence-based decision-making and improved performance. The newly introduced section on accountability indicator monitoring provides managers with access to automated quarterly reporting on the 16 key performance indicators of the delegation of authority accountability framework. The subprogramme also continuously made outreach efforts to keep users abreast of updates and of training opportunities.

25A.223 The above-mentioned work contributed to over 700 active users across the Secretariat using the tools and solutions for improved decision-making, which met the planned target reflected in the proposed programme budget for 2020.

##### **Proposed programme plan for 2022**

25A.224 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 enable the expansion of the features of management and programme performance dashboards, with additional data views where necessary, to help managers with data analysis and decision-making. The expected progress is presented in the performance measure below (see table 25A.36).

<sup>18</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Table 25A.36  
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Limited stand-alone systems to support decision-making and performance monitoring and reporting	First use of integrated and evidence-based systems to support decision-making and performance monitoring and reporting	Over 700 active users across the Secretariat use the tools and solutions for improved decision-making	Increase in the usage of programme performance dashboards	Further increase in the usage and expansion of the functionalities of programme performance and management dashboards

<sup>a</sup> 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: Business Intelligence takes off<sup>19</sup>

### Programme performance in 2020

25A.225 The subprogramme worked with subject matter experts in various functional areas to deliver certified data models through the United Nations business intelligence project in areas such as supply chain management, finance, travel and human resources management. The subprogramme also made relevant updates to the data dictionaries, job aids and support material. Furthermore, the subprogramme has set up a communication platform on SharePoint to keep the user community updated with the project's deliverables, and to receive feedback and assess requirement priorities. The subprogramme successfully delivered over 100 certified data models that enhanced the management dashboard and other reporting mechanisms. The subprogramme also worked towards enabling real-time reporting from transactional enterprise systems such as Umoja and Inspira for designated critical reports, thereby facilitating data access to programme managers.

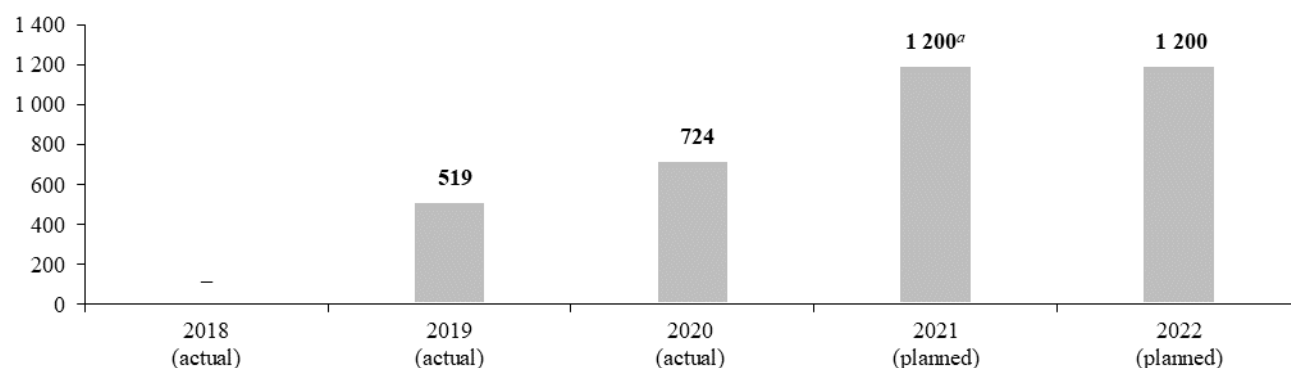
25A.226 The above-mentioned work contributed to the increase in active users of the integrated management dashboard to 724, which did not meet the planned target of 800 active users reflected in the proposed programme budget for 2021. The subprogramme offered virtual sessions and communicated new enhancements as they deployed, which contributed to a steady increase in the number of active users. However, the lack of in-depth, in-person sessions as well as a delay in the delivery of some enhanced features until late December 2020 had an impact on user responses.

### Proposed programme plan for 2022

25A.227 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 develop and release additional certified data models from diversified corporate systems according to the priorities set by the governing board of the United Nations business intelligence project, in compliance with CEB and International Aid Transparency Initiative data standards, to ensure data comparability across United Nations system organizations for greater transparency and support for evidence-based decision-making. The expected progress is presented in the performance measure below (see figure 25A.VIII).

<sup>19</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Figure 25A.VIII

**Performance measure: active users of the integrated management dashboard**

<sup>a</sup> 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: towards organizational transformation and innovation****Proposed programme plan for 2022**

25A.228 The COVID-19 pandemic has brought about an increased awareness of the need for the Organization and its staff to be flexible and quickly adapt to any situation. During the pandemic, the Secretariat continued to deliver on its mandates and witnessed the accelerated adoption of innovative business practices. During this time, the subprogramme adopted and supported initiatives to advance and promote collaborative ways of working through a network-based approach and activities carried out under five themes: innovation and risk-taking; fit for the future; working flexibly; collaborative environment; and empowered networks. Through this approach, the subprogramme facilitated a large number of innovation-focused virtual sessions with internal and external guest speakers and experts who shared their knowledge, experience and techniques with United Nations staff at large to help support and promote the uptake of new methodologies. Additionally, the subprogramme joined an alliance of United Nations system-wide networks to launch the “reimagine the UN together challenge”, which engaged thousands of staff across the system, created virtual teams and generated over 80 innovation submissions, culminating in a pitching event to senior leaders. The “reimagine” challenge was completed by the launch of the “reimagine dialogue” series to provide an additional channel for innovative discussion and thinking to support onward organizational transformation. Organizational culture advancements and benefits achieved during the COVID-19 pandemic through the acceleration of business innovation approaches can inform and be built upon to further transform the United Nations into a workplace of the future.

*Lessons learned and planned change*

25A.229 The lesson for the subprogramme was that there is a significant need and appetite for the Organization to advance and increase opportunities for staff to engage in business innovation towards realizing the intentions of management reform and to support transformation of the Organization as a whole. In applying the lesson, the subprogramme will increase focus and efforts on further expanding activities and deliverables that support the onward promotion and adoption of new business practices towards the realization of a transformed and innovative Organization.

*Expected progress towards the attainment of the objective, and performance measure*

25A.230 This work is expected to contribute to the objective, as demonstrated by the further increase in and expansion of opportunities for business transformation and innovation activities and networks across the United Nations system (see table 25A.37).

Table 25A.37

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
–	Limited avenues or platforms for business transformation and innovation	More opportunities in business transformation and innovation activities throughout the Secretariat	Increased opportunities in business transformation and innovation activities and networks throughout the Secretariat	Further increase in and expansion of opportunities for business transformation and innovation activities and networks across the United Nations system

**Legislative mandates**

25A.231 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

<a href="#">59/272</a>	Review of the implementation of General Assembly resolutions <a href="#">48/218 B</a> and <a href="#">54/244</a>	<a href="#">63/276</a>	Accountability framework, enterprise risk management and internal control framework and results-based management framework
<a href="#">61/245</a>	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	<a href="#">64/259</a>	Towards an accountability system in the United Nations Secretariat
		<a href="#">74/271</a>	Progress towards an accountability system in the United Nations Secretariat

**Deliverables**

25A.232 Table 25A.38 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 25A.38

**Subprogramme 4: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
1. Report to the General Assembly on accountability	1	1	1	1
2. Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors	3	3	2	2



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>27</b>	<b>21</b>	<b>26</b>	<b>13</b>
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	13	13	8	5
4. Meetings of the General Assembly	10	4	15	4
5. Meetings of the Independent Audit Advisory Committee	4	4	3	4

#### E. Enabling deliverables

**Administration:** online training on evaluation targeting all entity evaluation focal points; quarterly key performance indicators report covering more than 230 entities with a delegation of authority; senior managers' compacts performance assessment for 65 entity heads; provision of workshops, briefings and guidance to approximately 130 compact focal points; enterprise-wide outreach and advocacy campaigns to raise awareness of change management, business innovation and new ways of working; continuous improvements in analytics and corporate dashboards; network and training opportunities on new ways of working and modern business approaches across the Organization; online, instructor-led and train-the-trainer skills development programme for advanced data analytics and visualization benefiting knowledge workers and staff with analytical roles; in support of the data strategy, provision of guidance on results-based management to entities; workshops with staff members and enterprise risk management focal points; 57 enterprise risk management focal points trained and certified in the advanced enterprise risk management training course in Inspira; one enterprise risk management tool provided to entities.

## Section 29B Department of Operational Support

### Overall orientation

#### Mandates and background

25B.1 The Department of Operational Support is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery in partnership with Secretariat entities and other clients. Its mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 B](#) and [73/281](#). The Department delivers rapid, effective, efficient, responsible and customized enabling solutions that help partners meet their mandates, including in the most challenging operating environments.

#### Strategy and external factors for 2022

25B.2 In 2022, the Department will support effective mandate delivery through the provision of operational support for the implementation of partner decisions and the provision of operational capacity development and advisory services to clients and, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.

25B.3 To implement the programme, the Department will partner with client entities to mutually define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, capacity development, delivery of diverse training services, business process improvement, medical and transactional services and operational support solutions in information and communications technology through the Office of Information and Communications Technology.

25B.4 In addition, it will support entities within the Secretariat, such as small offices at Headquarters or in the field, that lack either a dedicated executive office or

administrative unit or the capacity to meet the demands of surge requirements or other unusual circumstances.

25B.5 Internally, the Department will pursue the continuous improvement of its own support model as well as Secretariat-wide business processes, including through innovative pilot initiatives with internal and external stakeholders and building on the enablers deriving from the acceleration of digitization in response to the coronavirus disease (COVID-19) pandemic business continuity situation. The Department will proactively harness technology, data and new ways of working to deliver faster and better support, in line with its vision to be recognized for operational excellence in the service of the mission of the United Nations.

25B.6 For 2022, the Department's planned deliverables and activities reflect strengthened approaches that incorporate lessons from the COVID-19 pandemic. Such planned deliverables and activities include responsive advisory support to COVID-19-related human resources queries, building upon more adaptive approaches to operational training and capacity development initiatives, ensuring that proper prevention, risk mitigation and policy measures and occupational health and safety procedures are in place to reduce the burden of COVID-19 on operations, including field hospitals, strengthening overall crisis preparedness and ensuring that the procurement and delivery of goods and services remain adaptive and responsive to COVID-19-related challenges, including the coordination of a system-wide vaccine roll-out, which may continue into 2022. Specific examples of such planned deliverables and activities are provided under component 3 of subprogramme 1, and component 2 of subprogramme 2.

25B.7 With regard to cooperation with other entities, the Department will seek to build and develop relationships with internal and external partners to enhance its core role. This includes maintaining arrangements with the Department of Management Strategy, Policy and Compliance that integrate and leverage the complementarity of the roles of the two Headquarters management departments, including the Management Client Board. The Department will continue to coordinate and foster mutually beneficial partnerships with key partners, including Member States and regional organizations, such as the African Union and European Union, to achieve the scale and effectiveness needed to address complex challenges in line with its mandates.

25B.8 With regard to inter-agency coordination and liaison, the Department will continue to advance the mutual recognition agenda and to seek collaboration opportunities and synergies in the spirit of One United Nations. To this end, the Department will continue its coordination with agencies, funds and programmes with regard to the recruitment of medical personnel for United Nations clinics and the training of health-care personnel, as well as the implementation of United Nations health-care standards, their governance and monitoring, and ensuring compliance with such standards. Furthermore, in May 2020, under the leadership of the Department, the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19 was created to mobilize and resource an infrastructure to conduct medical evacuations of eligible persons who have contracted COVID-19 and cannot be treated locally. With the completion of the establishment phase, work will continue under the leadership of the Department in transitioning to a sustained medical evacuation mechanism. Utilizing the experience gained with United Nations system-wide cooperation efforts with regard to the medical evacuation of United Nations personnel, dependants and partners undertaken in response to the COVID-19 pandemic in 2020 and 2021, and in line with the recommendation of the First Line of Defence Task Force to the Executive Committee, the Vaccine Deployment Working Group, led by the Department, was also formed to work in parallel with the existing

structures and in close coordination with the United Nations Medical Directors Working Group, the resident coordinator system and other system-wide entities to deliver the vaccine where needed.

25B.9 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) National institutions are supportive of efforts to improve the local health environment and facilities at mission locations;
- (b) Troop- and police-contributing countries continue to cooperate to ensure the timely completion and implementation of memorandums of understanding in line with the requirements for the provision of troops, formed police unit personnel and contingent-owned equipment;
- (c) Vendors are able to provide quality responses in a timely manner, including the delivery of goods and services on time;
- (d) Vendors, in particular those from developing countries, participate in business seminars and apply for registration.

25B.10 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to 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.

25B.11 The Department continues to integrate a gender perspective in its operational activities, deliverables and results, as appropriate, such as through improvement of the quality of health-care services delivered in United Nations operations worldwide in the area of women's health, and vendor outreach activities targeted at women-owned businesses. Through guidance and workforce planning toolkits developed for staffing initiatives, such as the senior women talent pipeline, the Department will also support and advise entities, upon request, to enable them in the exercise of their delegated authorities, including their gender parity targets. With regard to capacity-building, language and communications training sessions encompass the careful integration of a gender perspective in the design, development and delivery of substantive courses in the six official languages of the United Nations on how to use language in a gender-inclusive way.

25B.12 With regard to disability inclusion, under subprogramme 4, the Department plans to continue to upgrade the physical environment at Headquarters to promote inclusiveness by improving accessibility provisions for persons with disabilities for delegates, visitors and staff on the premises, as well as to continue efforts to enhance cleaning and disinfection at Headquarters.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

25B.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included the postponement of deployments, rotations, repatriations, the delivery of training courses such as advanced first-aid courses and courses related to crisis communication, activities related to the delivery of the governance training programme, building maintenance work and construction projects. Specific examples of the impact are provided under all subprogrammes. The change in approach and postponement of planned

deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under component 3 of subprogramme 1, component 1 of subprogramme 2, and subprogrammes 3 and 4.

25B.14 At the same time, however, some planned deliverables and activities were modified, and new activities identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support clients on issues related to the COVID-19 pandemic. Those modifications and new activities included the adaptation of working methods to support clients and the continuity of United Nations operations, the acceleration of digital modernization to enable seamless business continuity and a shift to the utilization of virtual means, where possible, such as in the case of “walkthroughs” of United Nations medical facilities and tender opening ceremonies, as well as ensuring that the United Nations Headquarters facilities stayed open with adequate health and safety measures in place. Specific examples of the modified 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 component 3 of subprogramme 1, component 1 of subprogramme 2, and subprogrammes 3 and 4.

25B.15 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices and lessons learned include the utilization of virtual meetings instead of in-person meetings, where feasible, and the continuation of digitization efforts.

## Legislative mandates

25B.16 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

72/266 A; Shifting the management paradigm in the 75/254 A–C Programme budget for 2021  
72/266 B; 73/281 United Nations

## Deliverables

25B.17 Table 25B.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25B.1

### **Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Special Committee on peacekeeping operations	1	1	1	1

## **Evaluation activities**

25B.18 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Self-evaluation of recruitment process improvements;
- (b) Self-evaluation of the deployment process for uniformed personnel;
- (c) Self-evaluation of the Department's senior leadership team.

25B.19 The findings of the self-evaluations referenced above have been taken into account for the programme plan for 2022. For example, the self-evaluation on recruitment process improvements identified improvements to the process introduced during 2019 and helped prioritize the next set of changes in 2022 under component 1 of subprogramme 1. The self-evaluation on the deployment processes for uniformed personnel helped identify bottlenecks in the overall and downstream deployment processes, helping define the scope of further reviews of and improvements to processes in 2022 under component 2 of subprogramme 2.

25B.20 The following self-evaluations are planned for 2022:

- (a) Joint self-evaluation by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support of the efficacy of the Management Client Board;
- (b) Evaluation of the capacity development projects developed and/or delivered by the Capacity Development and Operational Training Service;
- (c) Evaluation of the United Nations system's HIV post-exposure prophylaxis (PEP) kit programme.

## **Programme of work**

### **Subprogramme 1 Support operations**

#### **Component 1 Human resources support**

#### **Objective**

25B.21 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes, and offer the Organization talented and diverse staffing pools.

#### **Strategy**

25B.22 To contribute to the objective, the component will continue to provide timely and consistent specialized advisory support and guidance on the proper exercise of delegated authority in the area of human resources to human resources business partners across the Secretariat, and to support them in conflict prevention and resolution and other entity-specific operational needs.

25B.23 The component will also continue to improve, simplify, digitize and streamline human resources processes, tools and procedures, with due consideration

for multilingualism and disability inclusion in various areas, such as recruitment, onboarding, administration of human resources forms and staff files, non-staff capacities and workforce planning. It will also provide modern testing and examination services and platforms.

25B.24 The component will furthermore offer high-quality and diverse talent pools of candidates by managing rosters across all job families. It will continue to administer the young professionals programme.

25B.25 The above-mentioned work is expected to result in:

- (a) Improved entity capabilities to accountably and efficiently exercise their delegated human resources authorities in support of the entity's mandate;
- (b) Increased efficiencies and measurable reductions in currently existing delays and redundancies in operational human resources processes;
- (c) Strengthened capacities for identification and recruitment of candidates and talent that are the best fit on a timely basis.

### **Programme performance in 2020**

25B.26 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 focus on business continuity: digitization of human resources documents and forms**

25B.27 In the light of the virtual office environment related to the COVID-19 pandemic and associated travel restrictions, entities developed workarounds to facilitate business continuity in a number of key human resources processes. The decentralized ad hoc solutions did not, however, consistently meet expectations, or were not compatible with cross-Secretariat policy requirements. In response, the component focused on new priority activities in order to provide responsive support to Secretariat entities on issues related to business continuity in the new virtual office environment during the COVID-19 pandemic. The subprogramme focused on fast-tracking the recommendations for the migration of tools, processes and reference materials to an online environment. Activities included a comprehensive review of physical human resources forms and documents in order to enable seamless business continuity of key human resources processes requiring physical signatures during and after the pandemic. Specifically, and in collaboration with other offices, the subprogramme has been working on a project to propose alternatives to current physical document and signature requirements in Secretariat-wide human resources processes, with a view to allowing for fully electronic solutions for more than 200 physical forms and documents, save for those requiring physical signature by the host State.

25B.28 Throughout the evolving situation, the component has also launched initiatives to support entities in adjusting to the new virtual office realities in the recruitment and rostering processes, allowing them to conduct assessments with candidates that were previously done in person online. For example, together with its partners in the Office of Information and Communications Technology and the Department of Management Strategy, Policy and Compliance, and taking into account the travel restrictions related to the pandemic, the component enabled the use of a "location-independent" information technology tool which facilitates the

organization of expert panels and the conducting of candidate interviews and assessments on a fully virtual basis.

*Progress towards the attainment of the objective, and performance measure*

25B.29 The above-mentioned work contributed to the objective, as demonstrated by the increased digitization and improved efficiency of human resources administration, forms, processes and candidate assessments (see table 25B.2).

Table 25B.2  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Processes, forms and systems in the areas of human resources administration and candidate interviewing have physical documents and assessment requirements	Processes, forms and systems in the areas of human resources administration and candidate interviewing have physical documents and assessment requirements	<p>Paperless alternatives exist to physical document requirements in Secretariat-wide human resources processes (including medical, tax, travel and insurance processes), covering more than 230 forms and document types</p> <p>Candidate interviews and assessments, such as expert panels, held through a “location-independent” mechanism in line with policy, virtually gathering all required staff, ex officio panel members, notetakers and candidates from all around the world into virtual interview rooms</p>

**Impact of COVID-19 on component delivery**

25B.30 In response to the pandemic, the component identified new activities to support clients on issues related to COVID-19, within the overall scope of its objectives. The component provided responsive and tailored support to Secretariat entities on issues related to business continuity during the pandemic. With the outbreak of COVID-19, the component faced an increased need among client entities for faster advisory support, adaptive guidelines and extensive communication on policy application under exceptional circumstances related to the pandemic. Since the beginning of 2020, the component has provided fast and responsive advisory support on more than 1,100 COVID-19-related human resources queries from client entities, with a response time of less than one business day, supported more than 25 virtual briefings for entities on the pandemic and collaborated on more than 40 specialized human resources guidance documents, including detailed administrative guidelines and guidance on non-staff personnel, special measures for field entities, the education grant and rest and recuperation. The component has also been providing specific dedicated operational human resources support to entities most in need, typically to field missions, in recognition of their unique and difficult circumstances during the pandemic, and coordinating with colleagues in the Office of Human Resources to develop guidance, taking into account the needs of the field in areas such as travel, alternate and flexible working arrangements and return to premises.

## **Planned results for 2022**

25B.31 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: the right people to be at the right place at the right time<sup>20</sup>**

#### **Programme performance in 2020**

25B.32 The component provided operational support and specialized advice to human resources managers and business partners to enable client entities in the exercise of their delegated human resources authorities. The component also focused on providing client entities with improved and streamlined human resources processes, tools, enterprise systems and related guidance in the areas of recruitment, onboarding, operational workforce planning, non-staff capacities and candidate interviewing, testing and examination.

25B.33 The above-mentioned work contributed to a client satisfaction rate of 93 per cent among Secretariat human resources business partners with the advisory services on human resources management issues and an 82 per cent satisfaction rate for the human resources guidance materials provided to client entities by the component, which met the planned target of clients experiencing satisfactory advisory support and human resources guidance packages based on feedback from client entities, and volumes of service requests, reflected in the proposed programme budget for 2020. Client entities also benefited from improved and simplified human resources processes as indicated by satisfaction rates higher than 80 per cent among survey respondents who indicated having used the newly introduced process improvements in the areas of recruitment and onboarding.

#### **Proposed programme plan for 2022**

25B.34 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to offer diverse and high-quality talent pools of candidates by managing rosters and the young professionals programme. The component will also continue to improve and facilitate efficiencies in various human resources processes through streamlining, simplification and digitization while making effective use of technology, which will also enable business continuity of human resources administration for entities operating in special situations with limited access to a physical office environment. The expected progress is presented in the performance measure below (see table 25B.3).

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<sup>20</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).



Table 25B.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Peacekeeping missions received dedicated human resources advice and support from the Field Personnel Division of the Department of Field Support, including in the areas of rosters, workforce planning and multidisciplinary visits	Secretariat-wide client entities will receive dedicated support and other advisory services in support of their operational human resources requirements	93 per cent of senior Secretariat human resources business partners are satisfied with the advisory services on entity human resources issues  82 per cent of senior Secretariat human resources business partners are satisfied with the human resources guidance materials provided	Clients are empowered to better execute delegated human resources authority through dedicated operational advisory support, have access to needs-based guidance packages and experience improved and simplified human resources processes	Clients are empowered to better execute their human resources mandates through timely and operationally sound guidance, and benefit from improved and increasingly digitized human resources processes

<sup>a</sup> 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: reduced recruitment timelines of Secretariat entities<sup>21</sup>

### Programme performance in 2020

25B.35 The component has designed, developed and launched process changes and innovative tools in multiple iterative cycles of process improvements to make the recruitment process faster and easier, with the objective of significantly reducing the administrative burden for the hiring manager. The component also assisted entities with training materials, advice and support in order to ensure increased use of the more efficient tools and process innovations. In that regard, the component established a dedicated online platform, on which human resources officers, hiring managers and recruiters can access training materials and raise questions about the newly introduced process changes, tools and system innovations.

25B.36 The above-mentioned work contributed to an average recruitment timeline of 158 days, which did not meet the target of 130 days, reflected in the proposed programme budget for 2021. The reason for missing the target may be partly attributed to the liquidity crisis and pause in regular budget recruitments. With over 150 entities in the Secretariat operating in more than 480 duty stations globally and under very different operational circumstances, identifying cross-cutting factors that significantly influenced recruitment timelines and are applicable to all entities is complex.

### Proposed programme plan for 2022

25B.37 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to introduce innovative changes to the recruitment process. The component will also generate recommendations for policy changes that would

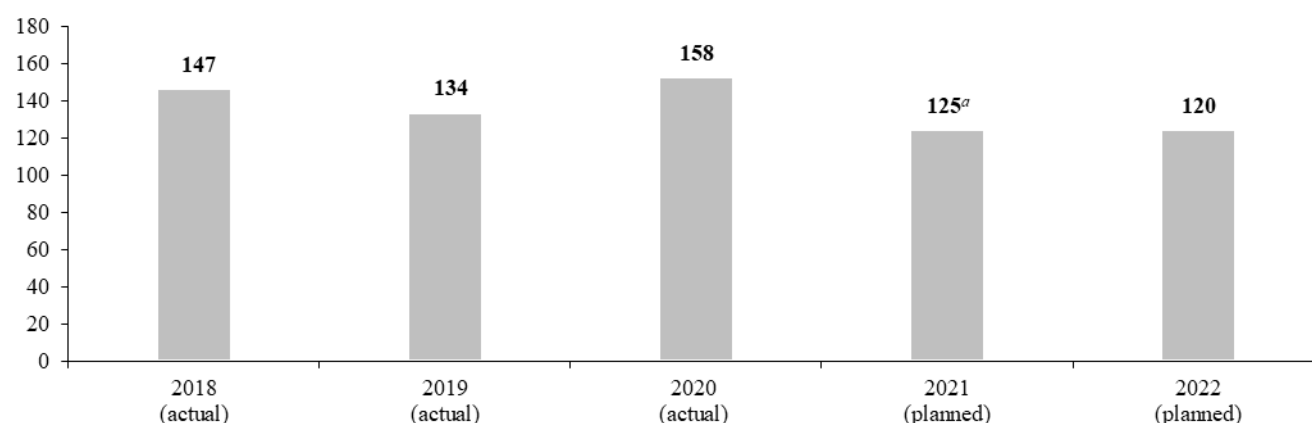
<sup>21</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

enable more transformative changes to the process for improved efficiency and quality. For the process improvements in the online systems to translate into a reduction of recruitment timelines, it is critical that entities engage in self-monitoring of their performance and make full use of the newly introduced improvements and system changes. In addition, managers will need to be sufficiently comfortable and motivated in the use of the new tools. Entities will need to fully embrace and capitalize on the newly introduced improvements and system enhancements. The component therefore recognizes the increased need to drive behavioural change at the level of hiring managers and recruiters. It will strengthen entity-specific communication, advice and capacity-building with regard to the adoption of the new Inspira tools so that entities can fully benefit from the use of the system innovations in ongoing and upcoming recruitment efforts. The expected progress is presented in the performance measure below (see figure 25B.I).

Figure 25B.I

**Performance measure: recruitment timelines, by selection year**

(Number of days)



<sup>a</sup> 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 recruitment and administration of non-staff personnel****Proposed programme plan for 2022**

25B.38 The component has implemented dedicated support for client entities regarding the use, recruitment and administration of non-staff personnel across the United Nations Secretariat. It has published a comprehensive catalogue on non-staff modalities that provides managers and human resources practitioners with an overview, definition, rules and regulations, processes and information on the delegation of authority. The component also conducted a study on the use of consultants, individual contractors, interns, type II gratis personnel, experts on non-reimbursable loan and government-provided personnel. The study noted recommendations in the area of policy, processes and people (communication and capacity-building), as well as systems.

*Lessons learned and planned change*

25B.39 The lesson for the subprogramme stemming from the study was that it needed to include updated policies, comprehensive guidance materials for human resources practitioners and information materials for programme managers and non-staff personnel, and update existing recruitment modules in Inspira, as well as

implement Umoja as the central system of record to further improve reporting on non-staff capacities. In applying the lesson, the component will focus on client-oriented process guidance and process improvements, as well as intensified capacity-building and sharing of information through a dedicated community of practice. In alignment with the process guidance, the component will also address the update of Inspira functionalities for consultants, individual contractors and interns, and lay the foundation for the implementation of a supply and demand module in Inspira, which will facilitate the coordination with Member States of the provision of gratis personnel to the Organization.

*Expected progress towards the attainment of the objective, and performance measure*

25B.40 This work is expected to contribute to the objective, as demonstrated by experiencing improved and simplified processes and a recruitment model for gratis personnel (see table 25B.4).

Table 25B.4  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Secretariat-wide client entities manage non-staff personnel without consistent centralized support	Secretariat-wide client entities manage non-staff personnel with dedicated advisory support by one centralized focal point	<p>Clients have access to a dedicated compendium for the recruitment and administration of non-staff personnel</p> <p>Clients benefit from a dedicated focal point for the recruitment and administration of non-staff personnel and set the priorities for the work programme based on their needs</p>	<p>Clients manage non-staff personnel and have access to needs-based guidance packages</p> <p>Clients benefit from a dedicated community of practice which prioritizes their needs and leverages best practice</p>	<p>Clients manage non-staff personnel responsibly and efficiently with the help of specialized operational advisory support and guidance</p> <p>Client entities experience improved and simplified non-staff processes for consultants, contractors and interns</p>

## Deliverables

25B.41 Table 25B.5 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 25B.5

**Subprogramme 1, component 1: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Administration:** provide advice and guidance in response to service requests emanating from entities across the Secretariat on all human resources issues, including escalating to the Department of Management Strategy, Policy and Compliance for authoritative policy interpretation when necessary; administration of centralized competitive examinations and staffing programmes in the six official United Nations languages for at least 2,000 applicants, including the young professionals programme and language proficiency examinations; manage the placement of approximately 60 young professionals programme roster candidates and the reassignment of young professional staff members after their initial two years of service; manage up to 40 centralized generic job openings administered across 23 job families to populate rosters; provide tools, guidance and technical support to client entities regarding workforce planning, organizational design, recruitment strategies and non-staff modalities, including via field or virtual visits to entities; provide operational recommendations and feedback to the Department of Management Strategy, Policy and Compliance on all draft issuances, as well as submit proposed policy revisions based on an analysis of client needs; roll out human resource business processes improvements, including in the areas of recruitment, onboarding and modernization of staff administration, including through the development or use of new tools.

**Component 2****Capacity development and operational training****Objective**

25B.42 The objective, to which this component contributes, is to ensure that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them.

**Strategy**

25B.43 To contribute to the objective, the component will develop and/or deliver diverse training and capacity development services in partnership with various offices of the Secretariat focused on operational needs, enhance knowledge management and strengthen the effectiveness of operational capacities through support for standardization and process improvement initiatives, incorporating linguistically diverse delivery modalities, where possible. The component will also deliver training programmes on various operational areas, including governance improvement, administration and support areas, supply chain management and eLearning modules for Umoja training across the Secretariat. The component will also work to broaden the linguistic diversity of United Nations personnel and commit to exploring and expanding the range and content of training programmes by optimizing existing in-house expertise.

25B.44 While certain in-person training initiatives will continue where required, the Capacity Development and Operational Training Service plans to develop greater online learning initiatives, with various eLearning, remote delivery and blended course design possibilities to gradually replace instructor-led classroom delivery.

25B.45 The above-mentioned work is expected to result in:

(a) Stronger organizational governance by senior leadership teams, and better trained and empowered staff to support operational decision-making, resource management and improvement of operational processes;

(b) Cost-effective knowledge management and learning management platforms, reaching the widest possible spectrum of day-to-day practitioners across

the Secretariat, and strengthening of awareness and competence with regard to resource stewardship and other operational responsibilities;

(c) Greater linguistic proficiency and diversity, and improved communication capacities across the Secretariat.

## **Programme performance in 2020**

25B.46 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Online knowledge management platform in support of administrative and operational guidance: the Knowledge Gateway**

25B.47 As part of the integrated policy and guidance framework for the United Nations Secretariat, the Knowledge Gateway was launched in April 2020 to assist practitioners in effectively performing their administrative and operational support functions, and to help staff members in their understanding of human resource directives and benefits. By providing guidance in an easy to navigate, thematically organized site, the Gateway enables users to find the relevant guidance needed to execute their functions accurately and effectively. It provides clear linkages between the guidance and the pertinent policies, and focuses primarily on providing practical user-friendly tips for the application and implementation of and compliance with policy. In early 2021, an automated assistant was added to the site, so that users can receive responses to specific questions in real time.

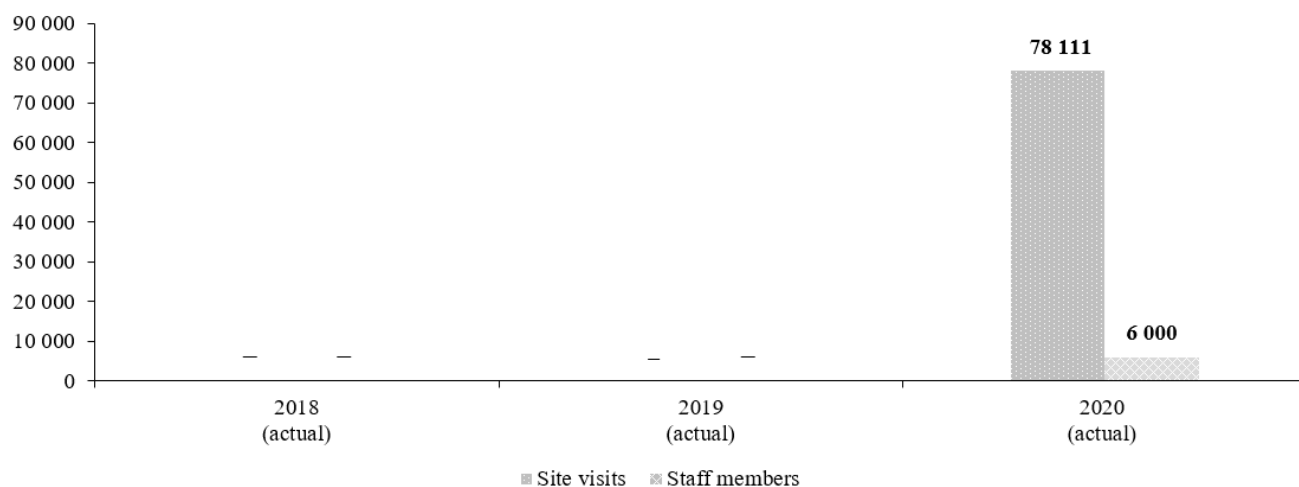
25B.48 Through close collaboration between the subprogramme and subject matter experts from the Department of Operational Support, the Department of Management Strategy, Policy and Compliance and other Secretariat entities, the Knowledge Gateway expanded from 37 administrative and operational support themes to 72 in the first nine months of its existence. Guidance related to the Knowledge Gateway includes standard operating procedures, guidelines, manuals, frequently asked questions, infographics, videos and process flows. Further, the Knowledge Gateway supports the use of peer-to-peer knowledge-sharing through the administrative and operational support communities of practice for practitioners.

### *Progress towards the attainment of the objective, and performance measure*

25B.49 The above-mentioned work contributed to the objective, as demonstrated by a total of 78,111 site visits to the Knowledge Gateway since its launch in April 2020. As of December 2020, over 6,000 staff members and practitioners in the Secretariat had accessed the platform to leverage the administrative and operational support guidance available (see figure 25B.II).

Figure 25B.II

**Performance measure: number of staff members and number of site visits to the Knowledge Gateway since its launch in April 2020 (cumulative)**



### Impact of COVID-19 on component delivery

25B.50 Owing to the impact of COVID-19 during 2020, the roll-out of the subprogramme's second year of operational training and capacity development initiatives was slowed down. While launch of the eLearning component of the Enhanced Training for High-level Operational Support programme was anticipated in late 2020, content revisions took longer than expected and its launch is now anticipated in the third quarter of 2021. The in-person component has been postponed due to ongoing travel restrictions. Most sessions of the governance training programme had to be cancelled, as it requires an in-person presence for the recipient entities and the instructor to achieve its aims and objectives. Human resources-related course design and development for Umoja had to be reconceived and adapted to the remote-working situation, with human resources partners and mentors no longer able to deliver in-person components and in-person events replaced with virtual ones.

25B.51 At the same time, however, the component identified new and modified activities to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objective. In particular, the subprogramme changed the approach of language classes and transformed overnight the face-to-face language classes in six languages into online-only classes starting in March 2020. One positive aspect has been the rapid acquisition by United Nations Secretariat staff of skills connected to the use and adaptation of online platforms and applications, facilitating the delivery of learning and training initiatives remotely, online or in a blended format. Regarding the governance training programme, three small entities agreed to participate in a pilot which involved the remote delivery of the programme and shorter, modified content in the second half of 2020.

### Planned results for 2022

25B.52 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: strengthened capacities in developing and adopting strategic, systematic and better approaches to doing business<sup>22</sup>**

**Programme performance in 2020**

25B.53 The component has executed the design, development and/or delivery of 35 capacity development projects in the fields of environment, finance, human resources, supply chain management, business process improvement, language and communication, medical and occupational health, information and communications technologies, project management, audits, boards of enquiry, organizational governance, knowledge management, the Enhanced Training for High-level Operational Support programme and facilities management, leveraging the centralized funding made available by the General Assembly for the enhancement of capacity development under the new paradigm introduced by the management reform.

25B.54 The above-mentioned work contributed to the delivery of fully integrated operational capacity development programmes across 14 operational themes that address capacity gaps and support decentralized authorities, which exceeded the target of nine functional areas reflected in the proposed programme budget for 2020.

**Proposed programme plan for 2022**

25B.55 The component will continue the work related to the planned result, in line with its mandate, and will assist clients in building and improving the operational capacities needed to exercise authority in an accountable manner for strengthened capacities to develop and adopt a systematic and improved approach to conducting business; increase skills, knowledge and expertise in performing their functions; and strengthen accountability. The expected progress is presented in the performance measure below (see table 25B.6).

Table 25B.6  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Operational capacity development programmes delivered but inconsistent across pillars in comprehensively assessing capacity gaps and providing programmes that integrate business process improvement, training, systems and tools, including knowledge management	Fully integrated operational capacity development programmes delivered to address capacity gaps in three functional areas  Initial capacity development and support programmes launched in support of decentralized authorities	Delivery of fully integrated operational capacity development programmes across 14 operational themes that address capacity gaps and support decentralized authorities	Fully integrated operational capacity development programmes underpinned by a knowledge management platform that offers a better user experience and addresses capacity development needs for practitioners and managers	Clients access integrated operational capacity development programmes, including processes supported by enterprise resource management  Knowledge management platform with increased functionality provided through the application of state-of-the-art technologies

<sup>a</sup> 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.

<sup>22</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

**Result 2: further trend towards eLearning courses<sup>23</sup>****Programme performance in 2020**

25B.56 Among the various online offerings, the component has supported the development of a human resources certification programme for practitioners across the global Secretariat. A new online course aimed at expanding the eLearning opportunities for human resources partners was rolled out in June 2020. Entitled “Onboarding in Umoja”, the course is designed to refresh the knowledge of human resources partners and/or obtain corresponding functional roles for performing the onboarding actions in Umoja. In addition, the component introduced the course “Resource management for certifying officers”, which is designed to emphasize the financial management responsibilities of certifying officers for the operations of the entity, with the online course covering topics across various functional areas such as travel and human resources, using scenario-based illustrations.

25B.57 The above-mentioned work contributed to online training of 1,200 human resources partners who registered for the “Onboarding in Umoja” course and applied various aspects of the onboarding procedures in Umoja, which exceeded the planned target of 850 staff reflected in the proposed programme budget for 2021.

25B.58 Furthermore, the above-mentioned work also contributed to the enrolment of 833 staff members in the “Resource management for certifying officers” course, of which 331 staff members successfully passed the course.

**Proposed programme plan for 2022**

25B.59 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will enhance learning and development opportunities for staff that blend content and subject matter across functional areas, including finance, budget, human resources and supply chains, in support of better decision-making and the enhancement of operational management skills. This new approach is also aimed at leveraging business intelligence with knowledge in the use of the enterprise resource planning system, and Inspira primarily, to bring together a platform for learners to better assess the impact of decision-making in the entity as a whole. The courses will incorporate a blended instructional design, with an emphasis on online courses to reach a greater audience, but through virtual or in-person training where necessary.

25B.60 To contribute to this progress, the component will refresh the Umoja training courses, with an emphasis on eLearning solutions, and undertake needs assessments of staff and entities, identifying opportunities for collaboration across functional areas and across other learning capacities of the Secretariat. The expected progress is presented in the updated performance measure below (see figure 25B.III).

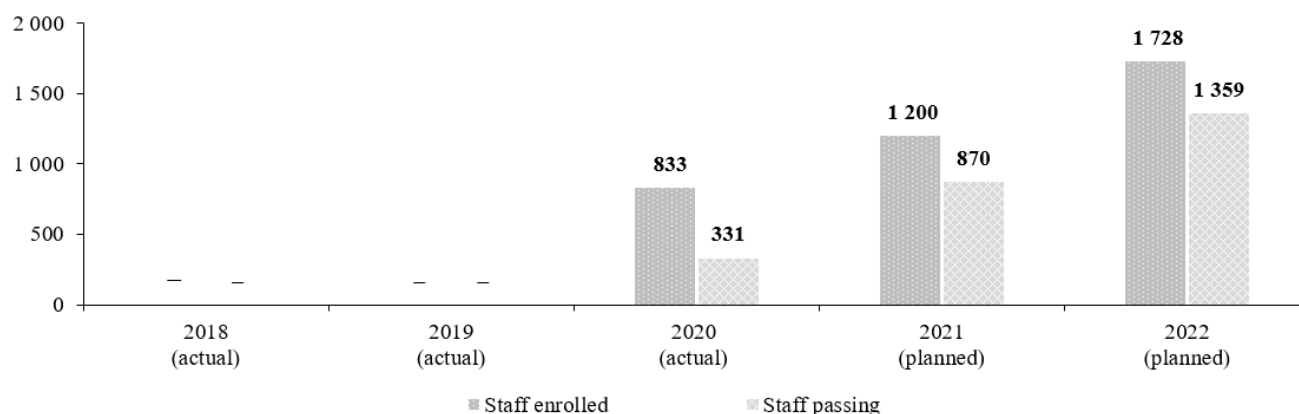
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<sup>23</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).



Figure 25B.III

**Performance measure: total number of United Nations staff enrolled and number of staff passing the “Resource management for certifying officers” course (cumulative)**



### Result 3: integration of Umoja training

#### Proposed programme plan for 2022

25B.61 Through the end of 2020, the component was involved primarily with the development of training capacity for human resources business partners and mentors at United Nations entities. The General Assembly, in its resolution [75/253](#), recommended the establishment of a sustainable structure within the component in support of Umoja and the mainstreaming of business and training resources. This resulted in resources to improve the design and delivery of Umoja training courses for various functional areas, including the integration of aspects of enterprise resource planning systems with related policies and operational procedures. The component, in close coordination with the respective business process owners, will develop required training courses to ensure that Secretariat staff members are equipped with the proper knowledge for effective use of Umoja for United Nations operational processes.

#### *Lessons learned and planned change*

25B.62 Based on assessments, the lesson for the component was the need to refresh out-of-date Umoja instructor-led training sessions, integrate them with other operational training sessions and expand the range of training opportunities in support of effective decision-making processes. Umoja role provisioning needs to be expanded and expedited through the availability of online certification programmes. In applying the lesson, the component will place an emphasis on the design of the self-paced eLearning courses by combining various learning methods, interactive materials, training videos, practical exercises, skill boosters, quizzes and participant feedback. The component will also embark on a structured assessment of how best to integrate Umoja-related needs into broader training offerings. The subprogramme will further enable human resources partners to resolve Umoja human resources issues in a more effective manner without escalating them to Umoja human resources service desks, through the Umoja human resources certification training, integrated with related human resources policies and operational procedures,

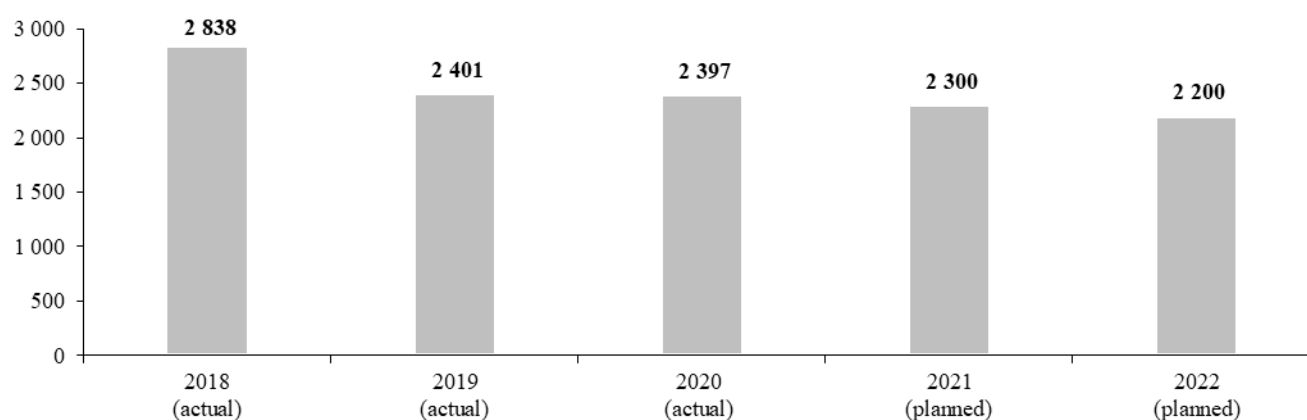
#### *Expected progress towards the attainment of the objective, and performance measure*

25B.63 This work is expected to contribute to the objective, as demonstrated by a reduced number of annual human resource services requests in Umoja (see figure 25B.IV). The component forecasts a reduction of 5 per cent in the number of

Umoja human resources tickets per year attributable to the quality of self-paced Umoja human resources eLearning courses, the availability of online training for human resources partners in any geographical location and the strengthening of the knowledge of the network of human resources business experts and mentors in United Nations entities.

Figure 25B.IV

**Performance measure: number of human resources service requests in Umoja (annual)**



## Deliverables

25B.64 Table 25B.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25B.7

**Subprogramme 1, component 2: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### E. Enabling deliverables

**Administration:** in-person, online and blended capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 100 senior leadership staff annually from 18 United Nations Secretariat entities; instructor-led and online language and communication training in all six official United Nations languages, including direct provision at United Nations Headquarters and other duty stations and additional promotion of comparable online language learning licences in 14 Secretariat entities for 1,000 staff members; training in the use of updated and simplified enterprise system workflows (like Inspira and Umoja), applying business process improvement methodologies; continuous promotion of best practices to simplify and harmonize operational processes, including through the expanded dissemination and customization of guidance through the Knowledge Gateway.

## Component 3

### Health-care management and occupational safety and health

#### Objective

25B.65 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

## Strategy

25B.66 To contribute to the objective, the component will undertake comprehensive and detailed credentialing of United Nations health-care personnel and will implement systems for ensuring the appropriate qualifications and skills of health-care personnel who deploy to the field. The component will also provide leadership and technical support to the medical workforce of the United Nations system, including field missions (Secretariat and troop- and police-contributing country facilities), and United Nations clinics administered by the United Nations Development Programme (UNDP). The component will implement health-care quality and patient safety standards in all United Nations health-care facilities above level 1+ care. Compliance with these standards will be assessed through the review of health-care facilities, the training of medical officers in assessment methodologies and the review of data from the hospital evaluation tool. This component will further implement a clinical adverse event reporting system to support data collection for surveillance and reporting of risks, adverse events and other indicators of harm at different levels of health services in order to provide safer health care.

25B.67 To contribute further to the objective, the component will review, develop and promote programmes and policies to collect data on and reduce the burden of infectious disease among United Nations personnel worldwide, as well as develop evidence-based chronic disease prevention and health promotion programmes for implementation by United Nations medical services globally. The implementation of these activities will further strengthen the response and preparedness of United Nations duty stations for future public health emergencies, using lessons learned from the COVID-19 pandemic. The component will also implement modernized business processes, including the collection of work-related incident data using an electronic occupational safety and health record system; the improved capture of the causes of the first 20 days of sickness absence; and the integration of systems covering incidents, sickness absences, work-related medical evacuations and service-incurred compensation.

25B.68 The component will support clients on issues related to COVID-19 by maintaining awareness of developments in public health and the clinical management of COVID-19 and by providing expert advice on all aspects of United Nations operations in the context of a global pandemic. This includes circumstances in which COVID-19 affects Member State programmes or personnel (such as troop rotations), the use of protective equipment, diagnosis, isolation, quarantine and contact tracing, virus testing, vaccination, medical treatment and a dedicated COVID-19 medical evacuation capability. These activities include written guidance, virtual reviews of relevant sites and the provision of new services and equipment. The component will also undertake a COVID-19-specific review of the medical workforce, its training and the clinics and hospitals that support United Nations personnel. At United Nations Headquarters in New York, it will undertake workplace and meeting risk assessments in order to support the in-person components of the General Assembly and its committees, as well as other bodies such as the Security Council. It will also provide COVID-19 testing capability to support contact tracing for Member State delegations to the United Nations in New York.

25B.69 The above-mentioned work is expected to result in:

(a) A reduced number of adverse events and preventable harm through an improvement in the quality of health-care services delivered in United Nations operations worldwide in the areas of women's health (in support of the strategy on gender parity), mental health (in support of the strategy on mental health) and

emergency response (in support of the strategy on the safety and security of personnel);

(b) A reduction of adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism and presenteeism, and improved productivity in the workplace;

(c) Improved and targeted interventions to mitigate occupational health and safety risks.

25B.70 The planned support on issues related to COVID-19 is expected to result in improved clinical management of COVID-19 cases in United Nations health-care facilities, improved compliance with public health and occupational health measures to reduce the risk of COVID-19 among United Nations personnel and improved responsiveness to COVID-19-related health-care workforce and policy needs.

## **Programme performance in 2020**

25B.71 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **COVID-19 pandemic response and management**

25B.72 During 2020, the component invested significant resources in the preparedness and readiness of United Nations duty stations and health facilities to facilitate an effective response to the COVID-19 pandemic, to protect staff health and safety and to help detect and slow down transmission of the virus.

25B.73 The component supported United Nations system-wide COVID-19 response efforts throughout 2020, including through the design and implementation of an electronic COVID-19 case-tracking system to capture laboratory-confirmed cases in the United Nations system globally; and development of more than 60 COVID-19 technical and operational guidelines for United Nations policymakers, managers, health-care workers and personnel, including on planning and preparedness, risk mitigation strategies, public health and outbreak prevention and management, clinical diagnosis and management, personal protective equipment, meetings and gatherings, and management of psychosocial needs. Guiding the response, the component also provided services that included risk assessments for the General Assembly, testing and contact tracing at United Nations Headquarters in New York and global medical evacuation services.

25B.74 Extensive training, awareness-raising and communication to United Nations personnel and medical staff were undertaken through weekly COVID-19 webinars (in which the average participation was more than 200 United Nations health-care workers per webinar), the development of communications materials (e.g. posters, answers to frequently asked questions, presentations) and support of the United Nations COVID-19 website. A new COVID-19 eLearning platform for both iOS and Android users was also created to equip all United Nations personnel, including peacekeepers, with the knowledge and skills to protect themselves and their colleagues from COVID-19 infection.

25B.75 The component further provided operational guidance to all United Nations duty stations on the investigation and management of COVID-19 outbreaks. An electronic COVID-19 outbreak reporting app was created with partners for seamless electronic reporting by field medical and public health personnel of COVID-19 outbreaks occurring in United Nations locations globally. In addition, a COVID-19 monitoring and verification app was created for monitoring the compliance of field

missions with all necessary public health measures, particularly with regard to uniformed personnel in contingent settings, who were at high risk due to congregate settings allowing limited physical distancing. The component's counselling office further shifted its usual work type and delivery to ensure that COVID-19-related stress was addressed, resulting in 4,519 individuals participating in 669 online psychosocial training sessions held throughout the year.

25B.76 Due to the restrictions on global travel, the component devised an innovative approach to COVID-19 prevention efforts for field missions. Starting in June 2020, comprehensive virtual (video) public health walkthroughs were conducted by the component, covering 22 duty stations, 43 contingents and 56 level 1 clinics across six field missions (United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), United Nations Assistance Mission in Afghanistan (UNAMA), United Nations Mission in South Sudan (UNMISS) and United Nations Support Office in Somalia (UNSOS)). Each walkthrough included comprehensive stakeholder interviews with high-ranking civilian and military officials, and hours of "live" video walkthroughs of contingent camp accommodations, isolation and quarantine facilities, communal dining and prayer areas, and contingents' level 1 clinics (including triage, screening and isolation areas). Checklists, based on United Nations and World Health Organization (WHO) standards and guidelines, were developed to guide the interviews and walkthroughs. At the end of each mission's walkthrough, a comprehensive report on best practices and recommendations for improvement was compiled and shared with the mission and other locations for collective learning.

25B.77 In July 2020, the component also conducted further virtual walkthroughs of 21 level 1+, level 2, level 2+ and level 3 hospitals in 11 missions. The patient tracer methodology was used to observe (through role-play) the protocols, procedures and patient flow that United Nations medical staff utilize when receiving suspected COVID-19 patients. Observations collected were used to form a complete evaluation of each hospital's readiness in alignment with United Nations health-care quality and patient safety standards and the WHO rapid hospital readiness checklist for COVID-19.

*Progress towards the attainment of the objective, and performance measure*

25B.78 The above-mentioned work contributed to the objective, as demonstrated by the compliance of all 21 hospitals with the WHO rapid hospital readiness checklist for COVID-19 (see table 25B.8). From the start of the pandemic to the end of 2020, the United Nations system recorded a total of 8,473 laboratory-confirmed COVID-19 cases among United Nations personnel and dependants. Within this group, there were 92 deaths, an overall case fatality rate of 1.1 per cent. While it is difficult, in the midst of the pandemic, to ascertain precisely the impact and effectiveness of the component's global mitigation actions, the combination of the above measures likely contributed significantly to the prevention of COVID-19 morbidity and mortality among the United Nations population globally.

Table 25B.8  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	100 per cent of assessed United Nations hospitals comply with the WHO rapid hospital readiness checklist

### Impact of COVID-19 on component delivery

25B.79 Owing to the impact of COVID-19 on travel during 2020, the component postponed the delivery of the master trainer course on buddy first aid and the field medical assistant courses. Due to COVID-19-related travel restrictions, the component was not able to provide in-person advice and support to missions and duty stations on preventive measures and outbreak management support. Furthermore, the training to be provided to the chief medical officers in order for them to become assessors of the health-care quality and patient safety standards was postponed. Due to the impact of COVID-19, a comprehensive review of the public health elements of the Medical Support Manual for United Nations Field Missions, a document which guides all troop-contributing countries, was postponed.

25B.80 At the same time, however, the component identified new activities to support clients during the pandemic. It developed more than 60 COVID-19 guidance documents to advise United Nations personnel, health-care providers and United Nations organizations on infection prevention and control, personal protective equipment, outbreak management, basic precautionary measures, isolation and quarantine, and testing and clinical evaluation and management. A novel case-reporting dashboard and outbreak reporting tools were created to capture COVID-19 cases from all United Nations entities, including Secretariat and non-Secretariat entities.

25B.81 Additionally, dedicated public health experts supported hundreds of outbreak investigations globally and provided technical support to missions and duty stations. In 22 duty stations, comprehensive virtual walkthroughs of 43 contingents' camp settings and 56 level 1 clinics were conducted in six missions (MINUSCA, MINUSMA, MONUSCO, UNAMA, UNMISS and UNSOS). These inspections looked at the implementation of COVID-19 outbreak preventive measures. The component also created a new monitoring and verification tool to assist contingents in tracking detailed adherence to COVID-19 prevention measures in their missions.

25B.82 Virtual walkthroughs were also conducted at 21 hospitals in 11 missions to ensure that WHO requirements regarding hospital preparedness for COVID-19 were met. The assessment of a field hospital's compliance with the United Nations health-care quality and patient safety standards was also conducted virtually. Seventy-eight global webinars were organized for medical personnel in order to improve capacities to support Member State and United Nations personnel on issues related to COVID-19, including outbreak management, infection control, treatment of severe cases and vaccine administration.

25B.83 Regarding occupational safety and health activities, 2,278 in-home and on-site COVID-19 polymerase chain reaction (PCR) tests were conducted for staff of permanent missions to the United Nations in New York, United Nations system personnel and household members. In addition, 283 COVID-19 cases reported by staff were followed up clinically. Seventy-five events required contact tracing, and appropriate testing was undertaken. The COVID-19 reintegration plan was developed

for United Nations Headquarters. In support of the General Assembly, 105 meeting risk assessments were conducted. Globally, 206 COVID-19 medical evacuations were directly or indirectly supported. To support reporting globally, an electronic system was developed for the confidential self-reporting of COVID-19 cases and vaccinations in order to enable more accuracy in the United Nations system COVID-19 dashboard.

25B.84 Staff counsellors extended their consultations and training to all United Nations staff, with expanded offerings in different time zones and the incorporation of sessions in French. Through these efforts, 4,519 staff in 67 countries received mental health-related support in 2020. The new activities and deliverables contributed to results in 2020, as specified in the emerging result above.

## **Planned results for 2022**

25B.85 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: improvement in survival of peacekeepers after injury, through integrated trauma care<sup>24</sup>**

#### **Programme performance in 2020**

25B.86 The component has developed a course and a handbook to guide the training of field medical assistants in order to enable advanced first aid to be delivered in the field. This is a capability that is not uniformly present in all troop- and/or police-contributing countries, but it is critical to the survival of the injured. The ability of field medical assistants to start fluid replacement at the point of injury, or to secure an airway to keep a casualty breathing, can make the difference between the survival and death of the injured. The advanced first aid course, which is at a higher level than the buddy first aid course, helps field medical assistants to develop and maintain the right skills to provide adequate care at the point of injury in field duty stations, thereby improving survival rates. The second and third courses to validate the training material for the field medical assistant course were postponed due to travel restrictions related to COVID-19.

25B.87 The above-mentioned work contributed to the delivery of the first buddy first aid course in Morocco in February 2020, which all 21 trainees passed successfully, which exceeded the planned target reflected in the proposed programme budget for 2020. Reporting against the planned targets of increasing survival rates at the point of injury as well as an increased percentage of casualties who arrive at a hospital alive and who are discharged alive has not yet been possible due to methodological difficulties in collecting the data.

#### **Proposed programme plan for 2022**

25B.88 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will conduct the second and third field medical assistant pilot courses and adjust the field medical assistant curriculum based on the pilot courses in 2021 and 2022, and then proceed with the planned handover to subprogramme 3 for future implementation. The expected progress is presented in the performance measure below (see table 25B.9).

<sup>24</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

Table 25B.9  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Buddy first-aid course: 11 new master trainers certified, now authorized to train trainers using the approved curriculum in their respective troop-contributing countries	Buddy first-aid course: 10 master trainers certified; first troops fully trained in the new buddy first aid standard deployed, resulting in improved standard of care at point of injury; pilot course for medical assistants in the field and courses for master trainers developed and delivered, resulting in troop-contributing countries having a training framework using the approved course curricula	Buddy first aid training was conducted in Morocco in February 2020. A total of 21 trainees attended the course, all of whom passed and received their certification	Field medical assistant course; launch of the second pilot/proof of concept and implementation of the trauma register system to track casualties who arrive at a hospital alive	Field medical assistant course; launch of the third pilot/proof of concept; adjustment of the field medical assistant course curriculum based on lessons learned from pilot courses; increased number of field medical facilities providing inputs to the trauma registry

<sup>a</sup> 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: high-quality health care through ensuring a competent medical workforce<sup>25</sup>

### Programme performance in 2020

25B.89 In 2020, the component developed and implemented a standard operating procedure to guide the Headquarters-level credentialing of health-care workers deployed to all field duty stations. In addition, under the delegation of authority framework, a separate standard operating procedure for chief medical officers and managers of UNDP-administered clinics was developed on the decentralized credentialing of medical personnel deployed to the field. The component also created a technical skills framework on the minimum professional standards for medical personnel to better guide the credentialing process, and to support hiring managers in the field during the recruitment process for health-care workers. The component also rolled out the health-care quality and patient safety standards to hospitals in the field. As of 2020, a total of 79 hospital commanders had been trained to implement these standards in their health-care facilities.

25B.90 The above-mentioned work contributed to 2,300 health-care worker clearances being processed by the Department, which did not meet the planned target of 3,230 health-care workers credentialed, reflected in the proposed programme

<sup>25</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).



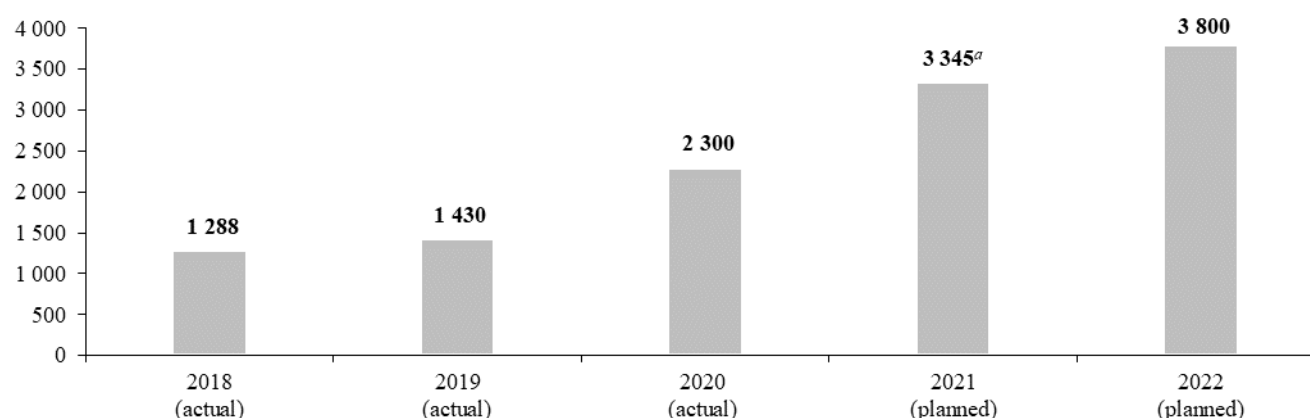
budget for 2021. This was due to reduced and/or postponed rotation of the medical staff of troop- and police-contributing countries due to COVID-19.

### **Proposed programme plan for 2022**

25B.91 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will improve the credentialing process in compliance with the standard operating procedures and the technical skills framework and will begin implementation of the delegation of authority to chief medical officers and UNDP health managers. The component will also ensure that credentialed health-care staff work in health-care facilities that meet the United Nations health-care quality and patient safety standards by developing, updating and maintaining an eLearning platform for the training of health-care professionals in implementing the standards in United Nations health-care facilities. The work will also evolve to include the development of an eLearning platform for at least 10 assessors of the standards. The expected progress is presented in the performance measure below (see figure 25B.V).

Figure 25B.V

**Performance measure: total number of health-care workers credentialed (cumulative)**



<sup>a</sup> 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: occupational safety and health incident-reporting system linking workplace incidents with related health data**

#### **Proposed programme plan for 2022**

25B.92 In order to identify and address the workplace issues that result in injuries, illnesses and costs, the component has developed an electronic incident reporting system on the same platform as its electronic medical records system, as required by the Secretary-General's bulletin on the introduction of an occupational safety and health management system (ST/SGB/2018/5). The system supports desktop and mobile applications through which staff can report workplace-related health and safety accidents, incidents and exposures for the attention of medical staff. Medical staff in turn can trigger incident reports if a patient's illness or injury is indeed considered work-related, and can classify incidents according to medically established categories. The component has established a mechanism to link each incident with medical cases, including for incidents in which more than one person is affected. The system links the incident to associated sick leave, medical evacuations or compensation costs, providing for the first time an evidence-based assessment of

the financial and operational impact of workplace injuries and illness lasting longer than 20 days. The component is finalizing procedures and user guides to ensure consistency in use, with the aim of reducing the costs to the Organization associated with sick leave.

*Lessons learned and planned change*

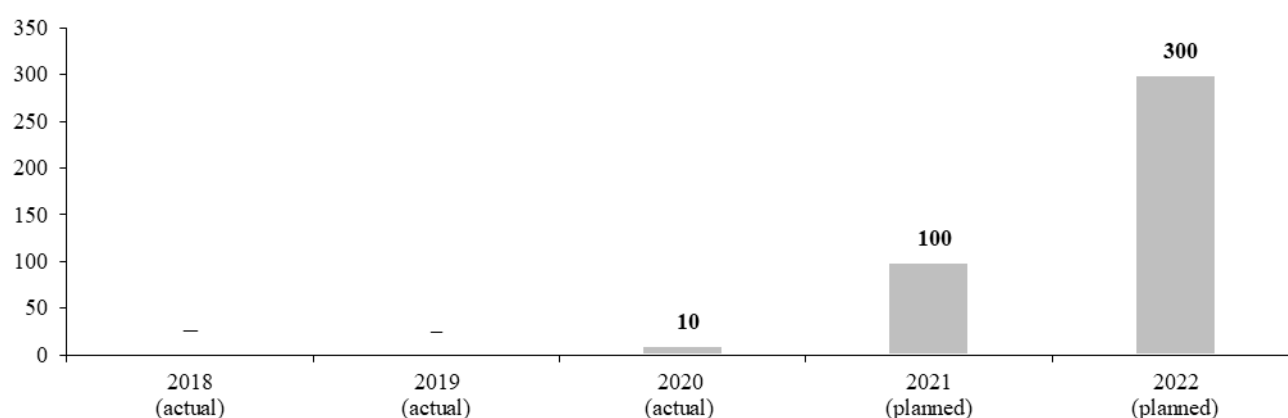
25B.93 The lesson for the component was that personnel capability and reporting capacity must align. While the software development is complete, and the workflows are in place, the analysis of more than 200 incidents recorded during 2020 has been deferred due to personnel resourcing constraints associated with the COVID-19 pandemic. However, 10 actionable mitigation measures were put in place in 2020, most of which were pandemic-related. In applying the lesson, the component will increase the responsibility of entities to review and analyse incidents, including through the identification of actionable mitigation measures, rather than relying on Headquarters to perform these tasks. The component will undertake beta testing and piloting in missions, and train safety officers and safety focal points on the use of the system. In 2022, the component will further refine data entry and analysis, introduce the programme in locations where professional safety officers exist and continue to develop reports and dashboards that provide managers at all levels with near real-time health and safety data that can be used to meet the Organization's duty of care to its staff and to those who are affected by its work.

*Expected progress towards the attainment of the objective, and performance measure*

25B.94 This work is expected to contribute to the objective, as demonstrated by a total of 300 actionable mitigation measures completed and verified in 2022 (see figure 25B.VI).

Figure 25B.VI

**Performance measure: number of actionable mitigation measures completed and verified per year (annual)**



**Deliverables**

25B.95 Table 25B.10 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 25B.10

**Subprogramme 1, component 3: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Administration:** initiatives emerging from requests of supported entities.

**Occupational safety, health and well-being:** credentialing process for health-care personnel, in compliance with the standard operating procedures and the technical skills framework; initiation of the delegation of authority to chief medical officers and UNDP health managers for the credentialing of health-care personnel; medical clearance of 3,200 personnel for recruitment and travel, and immunization of about 3,300 personnel annually; psychosocial services, including mental health services; oversight of occupational health and safety services, including risk assessments, policies, tools, training, preparedness assessments for 22 duty stations, incident reporting systems, incident investigation, auditing of 22 duty stations and vendor compliance with policies, guidelines and quality/safety standards; oversight of field medical services, including auditing of 20 field medical evacuations and assessment of three field hospitals for compliance with health-care quality and patient safety standards; training of all hospital commanders in the implementation of health-care quality and patient safety standards and training of 10 United Nations medical personnel in assessing those standards; clinical governance of field health-care facilities through clinical audits and clinical pathways; review of patient experience surveys to improve the quality of care in health-care facilities; audit of long-term sick leave cases in 20 field duty stations; organization of monthly educational webinar sessions for medical personnel; training 60 persons on occupational health and safety issues; organization of field occupational safety training course; comprehensive guidance provided for public health emergencies; and assessment of emergency preparedness, including for mass casualty events, to identify capability gaps.

## **Subprogramme 2**

### **Supply chain management**

## **Component 1**

### **Integrated supply chain management**

### **Objective**

25B.96 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities.

### **Strategy**

25B.97 To contribute to the objective, the component will continue to develop and implement category management strategies, an industry standard practice with a strategic approach to sourcing solutions by organizing the acquisition of related goods and services into discrete groups by area of spending, supply markets and fulfilment of client needs. The component will also refine and update the global demand and acquisition plan, determining total requirements of client entities and identifying sourcing options. The component will continue to maintain the list of strategic goods and services sourced through Headquarters operational support to improve risk management in procurement. Furthermore, the component will intensify its outreach efforts, including through targeted outreach to Member States based on a category management approach and further strengthening of the use of business seminars, in particular for vendors from developing countries and countries with economies in transition.

25B.98 The component plans to support clients on issues related to COVID-19 by establishing and managing charter agreements for the continuation of support for medical evacuation, including for COVID-19, as applicable, and provide procurement support to clients for the sourcing and delivery of medical supplies and equipment.

Also, throughout 2022, the component will continue to support the vaccination programme for United Nations personnel. The focus will remain on procurement and distribution of the vaccine and ancillary products such as cold chain equipment, needles and syringes. It is anticipated that United Nations staff and dependants entitled to be vaccinated through a United Nations programme will have received their vaccine by the end of the second quarter of 2022. In terms of facilities and infrastructure, a rethinking of accommodation configurations, as well as availability of service to ensure high hygienic standards, will require the provision of medical support and engineering expertise to design and establish, or refurbish, field camps and clinics, as well as the provision of medical supplies and equipment. Based on the lesson learned from the COVID-19 pandemic, the component will continue reviewing and revising its guidance and procedures, and adapt them to high-threat environments and movement limitations, while maintaining core operations.

25B.99 The above-mentioned work is expected to result in:

(a) Improved alignment of the needs of clients with the capability of suppliers, and the availability of the right goods and services at the right time, while taking into consideration whole life-cycle costs;

(b) Improved visibility of global requirements and improved guidance for client entities on cost-effective and efficient sourcing and delivery solutions, such as global/regional systems contracts, local procurement, letters of assist or memorandums of understanding, or the leveraging of existing stock maintained in strategic deployment stocks or United Nations reserves or surplus from other entities, thereby avoiding the cost of additional procurement;

(c) Optimal sourcing options for client entities to satisfy client demand in the most efficient and effective manner, and the avoidance of an organization's reputational risk in sensitive areas such as arms and ammunition and life-saving drugs, including blood and blood-related products, and the standardization of goods and services based on multiple clients' requirements;

(d) A more diversified vendor roster for different categories of goods and services, facilitating effective international competition.

25B.100 The planned support on issues related to COVID-19 is expected to result in ensuring that an adequate supply of vaccines, medical equipment and supplies and transportation services remains available to support the activities of clients.

## **Programme performance in 2020**

25B.101 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Timely response to the COVID-19 pandemic: the first resilience test of United Nations supply chain management**

25B.102 The year 2020 was the first real test of resilience for the component in providing timely medical supplies, testing kits and equipment to its clients in response to the COVID-19 pandemic. From the early stage of the pandemic, the component proactively engaged with client entities to prepare for and be able to rapidly and effectively respond to COVID-19. A supply chain impact analysis was conducted to guide missions on the early ordering of goods and services, along with stock replenishment to mitigate the potential impacts of airspace and border closures. The medical supplies and equipment required in response to the pandemic were sourced

and delivered through intense collaboration between the Logistics and Procurement Divisions, the United Nations Logistics Base and other stakeholders. The proactive action to centralize procurement activities played a significant role in the timely response to field mission requirements, while ensuring cost-effective solutions. For example, the United Nations finalized contracts for ventilators in late March 2020, at the same time that major buyers were entering the market with huge orders. Just a few weeks later, the market was completely saturated with orders, and credible suppliers were unable to commit to delivering supplies before September or October 2020.

*Progress towards the attainment of the objective, and performance measure*

25B.103 The above-mentioned work contributed to the objective, as demonstrated by the sourcing and delivery of medical equipment and supplies to fulfil clients' requirements, the establishment of standby air charter and air ambulance agreements to fulfil 24/7 medical evacuation support and passenger transportation needs, and the provision of guidance on other operations within the COVID-19 pandemic environment, such as isolation wards, quarantine facilities, the configuration of barracks for troop- and police-contributing countries, patient transfer, and storage and transportation of human remains (see table 25B.11).

Table 25B.11  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<p>Medical supplies and equipment for all client entities, including peacekeeping missions, special political missions, regional commissions and offices away from headquarters</p> <p>117 United Nations staff members medically evacuated through 11 standby air charter agreements and 10 air ambulance services</p>

**Impact of COVID-19 on component delivery**

25B.104 Owing to the impact of COVID-19 during 2020, the component postponed deployments, rotations and repatriations from March to June 2020, resulting in a backlog of movements of 168 units and in excess of 80,000 passengers, along with the cancellation of flight service vendor on-site audits, bidders conferences, advance assessment and predeployment visits to troop- and police-contributing countries to address the critical needs of clients to respond to the COVID-19 pandemic, onboarding of staff due to travel restrictions, and business seminars to diversify the pool of potential vendors, particularly those from developing countries and countries with economies in transition. Key projects associated with renewing contracts for medical equipment and medical consumables were suspended for most of the year, and therefore delayed by approximately 12 months. Additionally, and although substantial progress had been achieved, completion of the category management strategies was delayed by the need to respond to the COVID-19 pandemic first, and the vaccination effort. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

25B.105 At the same time, however, the component modified activities to support client entities on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by refocusing its efforts from in-person interactions to web-based solutions, where applicable, and organizing virtual workshops with vendors, particularly vendors from developing countries and countries with economies in transition, which allowed the workshops to be held safely despite the pandemic. The component also provided support to clients in responding to COVID-19 by centralizing the sourcing and distribution of medical supplies and equipment; ensuring supply chain resilience, including through supply chain impact analysis to respond to COVID-19; identifying and making quarantine and isolation arrangements; freight forwarding and medical transportation; managing and transporting human remains; and disposing of COVID-19-related hazardous medical waste. The component negotiated standby arrangements with regard to air charter agreements, including air ambulances, provided 24/7 support to the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19 that supported 117 medical evacuations from all parts of the world, and established and managed 12 global contracts for standby air arrangements and 11 contracts for air ambulances. These deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

25B.106 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: towards an efficient and effective supply chain function<sup>26</sup>**

#### **Programme performance in 2020**

25B.107 The component has continued to improve the supply chain planning framework by developing tailored solutions based on a client segmentation approach to providing support services to all the entities in the United Nations Secretariat. In 2020, the global supply chain plan (formerly the global demand and acquisition plan), in addition to encompassing peacekeeping missions, included for the first time the demand, source and delivery plans of special political missions, thus maximizing the benefits of plan rationalization using a category management approach. The component continuously analysed the global demand for goods and services and offered a clearly marked sourcing solution based on global and regional system contracts, through local procurement or by leveraging existing reserves and stocks, and surplus from other entities, or through Member States under letters of assist or memorandums of understanding. The component also issued improved guidance to client entities, with an updated procurement manual, and detailed supply chain operational guidance documents on thematic areas such as cooperation, enabling client entities to efficiently perform their delegated authorities. This was further strengthened with a virtual conference of chief procurement officers and the launch of a procurement community of practice, rounding out the strategic advice towards implementation of the client entities' mandates.

25B.108 The above-mentioned work contributed to the development of a total of 15 category strategies, which included the refinement of and updates to six categories from 2019, which did not meet the target of 20 category strategies reflected in the

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<sup>26</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

proposed programme budget for 2020. The target of 20 category strategies could not be met due to the reprioritization of the component's work to respond to the COVID-19 pandemic.

### Proposed programme plan for 2022

25B.109 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component's work will evolve to include the conduct of follow-up activities to implement the category strategies developed during 2021. By 2021, the component expects to complete the development of all category strategies identified and proceed in 2022 with the implementation plan. The component will be developing sourcing solutions, for example, systems contracts, turnkey contracts or letters of assist with Member States, to satisfy the different client segments. The expected progress is presented in the performance measure below (see table 25B.12).

Table 25B.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	8 category strategies for sourcing available	9 additional category strategies for sourcing available  6 categories refined and promulgated	30 additional category strategies for sourcing available	Readily available sourcing solutions for goods and services to satisfy the requirements of different client segments (special political missions, peacekeeping missions, offices away from headquarters and regional economic commissions)

<sup>a</sup> 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: improved planning with long-term forecasting enabled by Umoja and a systematic approach to enhance outreach efforts for United Nations procurement in developing countries and countries with economies in transition<sup>27</sup>

#### Programme performance in 2020

25B.110 The component has worked on innovative solutions, maximizing economies of scale through continuous improvement of the supply chain planning framework by developing tailored solutions based on a client segmentation approach to provide support services to all the entities in the United Nations Secretariat. The component conducted 21 business seminars for vendors from developing countries and countries with economies in transition and developed a set of key performance indicators measuring, among other things, the number of seminar attendees registering in the United Nations Global Marketplace and the number of attendees invited to tenders in different categories, including with a specific focus on areas such

<sup>27</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

as disaster relief, security and logistics and health care. Satisfaction surveys were shared with all business seminar participants in the six official languages of the United Nations to explore opportunities for improvement with regard to any future engagement with potential vendors. The component also developed standard operating procedures for vendor outreach activities and established a partnership with a global non-governmental organization to encourage women-owned businesses to participate in procurement opportunities. Additionally, the component enhanced the vendor registration process by allowing vendors to submit required supporting documents to register as a potential vendor in any of the six official languages and further increased transparency by conducting public tender opening ceremonies virtually.

25B.111 The above-mentioned work contributed to the roll-out of the global demand and acquisition planning functionality, which was enabled by Umoja Extension 2, which met the target planned for 2020 and will lead to improved data visibility and better sourcing options going forward and result in more timely delivery of goods and services at competitive pricing.

### **Proposed programme plan for 2022**

25B.112 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will leverage the data collected through the category management approach and strengthen coordination with the Member States and chambers of commerce. The expected progress is presented in the performance measure below (see table 25B.13).

Table 25B.13  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
First roll-out of the global demand and acquisition plan to provide full and timely visibility of requirements	Refinement of the global demand and acquisition plan with potential improvement in organizational efficiencies through possible shifting from new procurement to existing sourcing	Global demand and acquisition plan enabled by Umoja Extension 2 to provide improved data visibility and sourcing options for the timely delivery of goods and services at a competitive cost	Global demand and acquisition plan with forecasting capability based on consumption pattern and thereby improved utilization of cost-effective sources by client entities for the timely availability of the right goods and services required by clients	Better forecasting capability, allowing for the utilization of cost-effective sources by client entities for the timely availability of the right goods and services required by clients

<sup>a</sup> 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: automation and modernization of the supply chain

#### Proposed programme plan for 2022

25B.113 The component has been identifying clients' needs to effectively meet their requirements through strategic sourcing with quality goods and services at a competitive cost. The component has worked closely with all clients and stakeholders to transition the demand and acquisition planning process from the 2018 initial plan to include advanced analysis and provide specific guidance on new sourcing or the use of available stocks or reserves. In 2020, the component expanded the planning framework to include special political missions, which is expected to be further refined in the coming years to be fully supported by Umoja Extension 2. The planning framework in 2022 is envisaged to have full forecasting capability, which will be coordinated with the category managers.

#### *Lessons learned and planned change*

25B.114 The lesson for the component was that the Organization needed to increase and move faster with investment in technology for automation and modernization of the United Nations supply chain through, among other things, a warehousing and distribution network, diversified delivery options with smaller drones for remote locations and globalization through interoperability and partnerships with other organizations, while keeping centralized accountability for fast decision-making. In applying the lessons, the component will focus on timely completion of the full deployment of the Umoja Extension 2 supply chain modules of demand planning, source planning and supply network planning. At the same time, the component will continue rolling out e-tendering solutions to modernize the procurement process and will work with industry experts and interested Member States to conduct a test run to assess the feasibility of utilizing aerial logistics drones in peacekeeping environments to deliver critical lighter logistical items in remote areas.

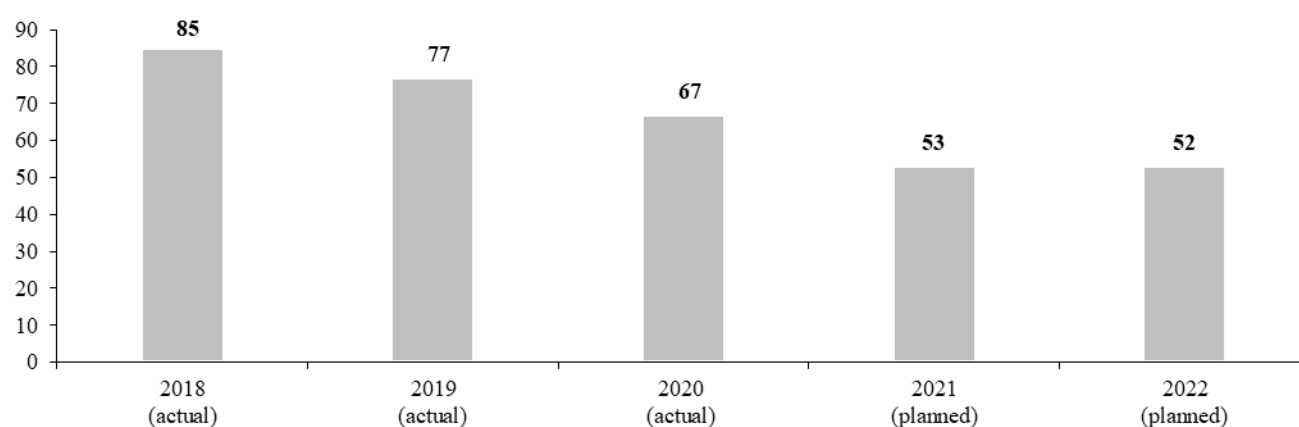
#### *Expected progress towards the attainment of the objective, and performance measure*

25B.115 This work is expected to contribute to the objective, as demonstrated by the reduction in the solicitation time for requests for quotations to 52 days (see figure 25B.VII).

Figure 25B.VII

#### Performance measure: solicitation timelines for requests for quotations

(Number of days)



## Legislative mandates

25B.116 The list below provides all mandates entrusted to the component.

### General Assembly resolutions

68/263; 69/273

Procurement

70/286

Cross-cutting issues

## Deliverables

25B.117 Table 25B.14 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 25B.14

### Subprogramme 2, component 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	1	1
1. Report of the Secretary-General on procurement activities, submitted to the General Assembly (biennial report)	–	–	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	–	–	4	4
2. Meetings of the Fifth Committee	–	–	3	3
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	44	46	46	46
4. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	44	46	46	46
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice on about 100 local procurement authority requests annually from client entities; advice provided to all integrated mission planning entities for new, emerging and surge operations.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network.				
<b>Digital platforms and multimedia content:</b> e-catalogue for all goods and services; supply chain performance framework updated and shared among client entities; business intelligence reports for all functions in the Secretariat-wide supply chain published, including on supply chain performance; dedicated virtual space to spur on innovation and excellence in supply chain management created; annual update of Secretariat procurement statistics published on the Procurement Division website.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> advisory services on procurement matters for staff and 44 client entities, including on optimal acquisition plans, sourcing solutions, use of systems contracts, procurement modalities and other supply chain matters; category management and planning approach for the end-to-end supply chain, including through the issuance of standard operating procedures and the yearly supply chain planning guidance, the launch of the online sourcing support service community of practice, and category-specific communities of practice, such as fuel and rations; updating of system contracts and training and certification of staff; development of global demand and acquisition plans and the conducting of strategic sourcing, under the category management approach; operationalization of mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations, through the establishment of a collaborative contract such as a fleet management vehicle-tracking system with the World Food Programme; sourcing, solicitation, negotiation, establishment and management of contracts to ensure no disruption of the supply chain, including 100 global systems contracts, 30 turnkey				

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
contracts, air transportation service contracts (95 commercial and 30 military) and other contracts; vendor registration processes supported in the six official United Nations languages; meetings with, or briefings provided to, 6 international partners annually, including Member States, to identify and implement functional arrangements within areas of logistical cooperation in all field missions; deployment and rotation movements arranged, facilitated and monitored, and solutions sourced for uniformed personnel and associated cargo by air, naval and ground transport modalities; strategic-level support within the logistics specialist areas of aviation, strategic movement by sea and overland, engineering, medical logistics, transport and fleet management and life support, including fuel, rations and general supplies; development of an effective and efficient United Nations-wide aviation regulatory framework; conduct of aviation safety assessments, including of air service vendors; development and sharing of simplified and user-friendly operational guidance, manuals and best practices on supply chain management, which are continuously improved via user feedback; employment of an e-tendering platform; updating of online contracts catalogue for global, regional and local system and turnkey contracts, including letters of assist, roll-out, integration, stabilization and continuous improvement of Umoja Extension 2 modules, including features enabling category management and troop strength reporting by location; implementation of Umoja master data management and data quality measures for seamless data accessibility.				

## **Component 2**

### **Uniformed capabilities support**

#### **Objective**

25B.118 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

#### **Strategy**

25B.119 To contribute to the objective, the component will serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. The component supports the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, supports the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously processes applicable reimbursements in line with the decisions of the General Assembly and facilitates the strategic integration of relevant performance data related to deployed contingent-owned equipment. The component will also provide a streamlined reimbursement process, involving enhanced memorandum of understanding and payment processes, which are expected to result in increased transparency and accountability, and the real-time availability of data for Member States, Headquarters and field missions. The component will continue to provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.

25B.120 The component plans to support Member States on issues related to COVID-19 by leading the establishment of a consultative group of Member States and partners to guide the way forward on administering COVID-19 vaccines to uniformed personnel, by supporting the recalibration of the rotation schedule for formed units, thereby minimizing risks to United Nations personnel and the citizens served by the United Nations, and by establishing the eligibility requirements for applicable reimbursements for uniformed personnel under travel and quarantine restrictions.

25B.121 The above-mentioned work is expected to result in:

- (a) Support for the review by the General Assembly of the reimbursement framework for formed units and the implementation of all derivative guidance;
- (b) The timely finalization of memorandums of understanding and the provision of better client service, permitting reimbursements in line with standards and rates mandated by the General Assembly, while improving communication with troop- and police-contributing countries regarding the performance of contingent-owned equipment;
- (c) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letters of assist reimbursements, death and disability claims and ad hoc claims;
- (d) Enhanced standardization and the reduction of errors, which increases the quality of memorandums of understanding and claims.

25B.122 The planned support on issues related to COVID-19 is expected to result in a coordinated way forward on administering COVID-19 vaccines to uniformed personnel, decreased disruptions to peacekeeping operations by supporting and managing the requirements related to the pandemic during the rotation of formed units, and the outlining of eligibility for applicable reimbursements for uniformed personnel under travel and quarantine restrictions.

## **Programme performance in 2020**

25B.123 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Periodic review of the reimbursement framework for formed units**

25B.124 The General Assembly periodically reviews the standards and rates of reimbursement for uniformed personnel and contingent-owned equipment deployed in formed units to United Nations field missions. As established in previous General Assembly resolutions, these two periodic reviews are the quadrennial survey to inform the rate of reimbursement for uniformed personnel deployed in formed units (resolution [67/261](#)) and the triennial meeting of the contingent-owned equipment working group (resolution [50/222](#)).

25B.125 The component provided substantive support prior to, during and after the 2020 meeting of the triennial Working Group on Contingent-Owned Equipment by preparing substantive issue papers, providing briefings to Member States, supporting the Chair and sub-working group chairs, preparing daily summaries and formal documents and providing guidance and advice. The subprogramme also prepared and transmitted the report of the 2020 Working Group ([A/74/689](#)) and the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment ([A/74/698](#)). The recommendations of the 2020 Working Group were endorsed by the General Assembly in its resolution [74/279](#). As required by the Assembly in its resolution [59/298](#), the 2020 version of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions has also been published as an official United Nations document in all six official languages ([A/75/121](#)).

25B.126 The component has commenced preparations for the 2021/22 quadrennial survey to inform the rate of reimbursement for uniformed personnel deployed in formed units. The survey will be conducted in 2021 and the associated report of the Secretary-General is expected to be taken up by the General Assembly in 2022.

*Progress towards the attainment of the objective, and performance measure*

25B.127 The above-mentioned work contributed to the objective, as demonstrated by the updated standards and rates of reimbursement for contingent-owned equipment deployed to field missions in support of mandated tasks. The 48 recommendations of the Working Group on Contingent-Owned Equipment represent the highest number of recommendations ever agreed in a working group since the inception of the system in 1996 and almost double the number of recommendations agreed in the 2017 Working Group (see table 25B.15).

Table 25B.15

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Standards and rates of reimbursement for contingent-owned equipment were updated through 48 recommendations of the 2020 Working Group on Contingent-Owned Equipment

**Impact of COVID-19 on component delivery**

25B.128 Owing to the impact of COVID-19 during 2020, the component used virtual platforms to provide briefings to Member States, troop- and police-contributing countries, peacekeeping missions and host countries on the impact of the pandemic on troop rotation, reimbursements for formed units and the negotiation of memorandums of understanding. As a result of the pandemic, the component temporarily suspended in-person negotiations on memorandums of understanding, in-person briefings, physical verification visits to elevate units to the rapid deployment level of the Peacekeeping Capability Readiness System, and the contingent-owned equipment workshop for field missions. These changes had an impact on programme performance in 2020, including the temporary suspension of the rotation of uniformed personnel, memorandum of understanding negotiations taking longer than usual and challenging remote verification visits owing to time-zone differences.

25B.129 At the same time, however, the component identified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, including providing policy guidance on applicable reimbursements pursuant to the framework approved by the General Assembly and serving as the Secretariat for the consultative group of Member States to devise a strategy for the provision of COVID-19 vaccines to uniformed personnel deployed in formed units.

**Planned results for 2022**

25B.130 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: reduced timeline in processing of reimbursements through a single entry point<sup>28</sup>****Programme performance in 2020**

25B.131 The component, in line with the framework approved by the General Assembly, certified reimbursements to troop- and police-contributing countries for uniformed personnel deployed in formed units to peacekeeping missions. The component continues to successfully implement integrated reimbursement processes for uniformed personnel and contingent-owned equipment. Reimbursements for uniformed personnel continue to be certified in accordance with General Assembly-mandated quarterly deadlines.

25B.132 The component also successfully completed the design, testing and deployment of a technical solution integrating reimbursements of uniformed personnel in the Uniformed Capabilities Management System, which previously contained reimbursement processes only for contingent-owned equipment and other types of claims. The integration of uniformed personnel reimbursement processes replaces an archaic manual process and reduces associated errors. The integrated platform incorporates improved calculation and reporting mechanisms related to reimbursements for uniformed personnel and contingent-owned equipment, Statements of Unit Requirements, memorandums of understanding, verification reports and the deductions associated with gaps in deployed contingent-owned equipment.

25B.133 The above-mentioned work contributed to troop- and police-contributing countries having a single contact point for all support and logistical aspects of all contributions and the certification of reimbursements to about 90,000 military and police personnel deployed in formed units within the mandated three months following the end of each quarter, which met the planned target reflected in the proposed programme budget for 2020. In addition, six of the nine memorandums of understanding for formed units newly deployed to field missions in 2020 were signed prior to or within 90 days of deployment, which met the target of completion of all memorandums of understanding within 90 days of deployment. Two memorandums of understanding were signed outside the 90-day period but with no resulting disruptions to the reimbursement process. One memorandum of understanding is pending with the concerned intergovernmental organization.

**Proposed programme plan for 2022**

25B.134 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to work on enhancements of the Uniformed Capabilities Management System to improve productivity related to reimbursements for uniformed personnel and to provide better services to all stakeholders, including Member States and peacekeeping and special political missions (see table 25B.16).

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<sup>28</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Table 25B.16  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Troop- and police-contributing countries do not have a single contact point for administrative and logistical aspects of the force generation process across multiple organizational units	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions  Timely certification of reimbursements to about 90,000 military and police personnel within the mandated three months following the end of each quarter	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions  Timely certification of reimbursements to all military and police personnel  Completion of all memorandums of understanding within 90 days after deployment	Timely certification of reimbursements for military and police personnel in formed units within the mandated three months following the end of each quarter  Enhanced transparency and strengthened accountability related to uniformed personnel reimbursements, relying on automated processes to track and report on deployed numbers of uniformed personnel

<sup>a</sup> 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: single point of contact in the areas of administrative, logistical and financial support to troop- and police contributing countries for faster reimbursement<sup>29</sup>**

### **Programme performance in 2020**

25B.135 The component will continue to implement its mandate as the single point of contact for troop- and police-contributing countries on all administrative, and logistical functions related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. The component has worked closely with all stakeholders to process reimbursements to troop- and police-contributing countries for deployed contingent-owned equipment capabilities within the mandated period of three months after the end of the quarter immediately prior. The component also engaged with field missions through regular communication and follow-up when needed to complete reimbursement certifications within the mandated timeline.

25B.136 The component assiduously worked with troop- and police-contributing countries, Headquarters focal points and field missions to complete the formal signature process for 31 pending legacy memorandums of understanding. These signed memorandums of understanding allowed for the certification of pending reimbursements for contingent-owned equipment, highlighting the importance of the component's role as the single point of contact for troop- and police-contributing countries. In addition, the component continues to focus on the completion of

<sup>29</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

memorandums of understanding within 90 days after deployment, thereby allowing for the certification of applicable reimbursements for contingent-owned equipment.

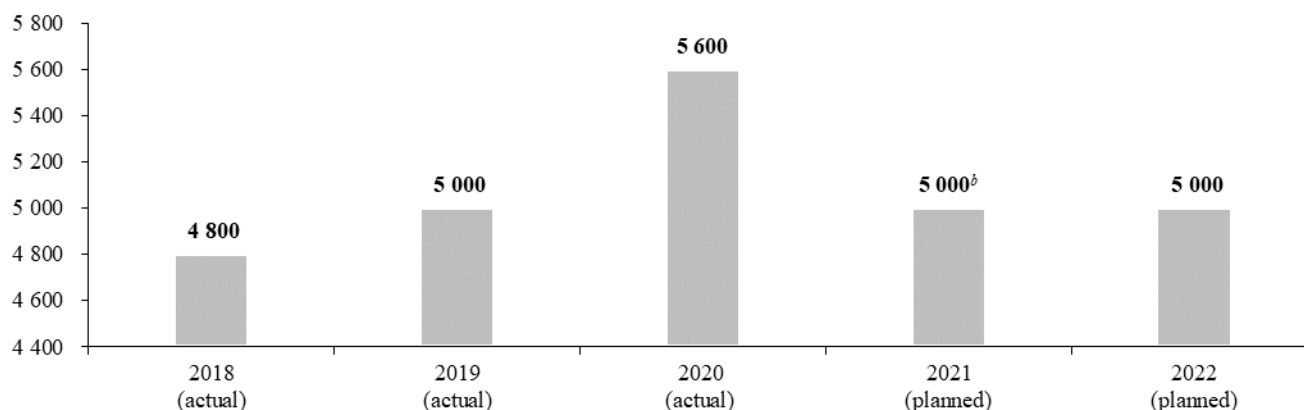
25B.137 The above-mentioned work contributed to 5,600 timely reimbursement certifications, which exceeded the planned target of 5,000 contingent-owned equipment reimbursement claims and uniformed personnel processed within three months reflected in the proposed programme budget for 2021. Additional certifications are broadly associated with the downsizing and drawdown of United Nations field missions, requiring a temporary increase in eligible reimbursements for uniformed personnel and contingent-owned equipment.

### **Proposed programme plan for 2022**

25B.138 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to work on enhancements of the Uniformed Capabilities Management System to allow for even more functionality to improve productivity and provide better client services to Member States, Headquarters entities and field missions. Further process automation and reporting standardization will focus primarily on the strategic integration of relevant performance data related to deployed contingent-owned equipment (see figure 25B.VIII).

Figure 25B.VIII

**Performance measure: number of contingent-owned equipment reimbursement claims certified within the mandated three months following the end of the preceding quarter (annual)<sup>a</sup>**



<sup>a</sup> The title of the performance measure presented in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)) was corrected to accurately reflect the data presented therein.

<sup>b</sup> 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: a sustainable and appropriate approach to post-traumatic stress disorder claims within the death and disability framework for uniformed personnel**

#### **Proposed programme plan for 2022**

25B.139 The component received a significant number of post-traumatic stress disorder (PTSD) claims, which require expeditious settlement in accordance with General Assembly resolution 66/264. In the past, the component had received seven such cases in which such claims were processed years after the drawdown and closure of the respective United Nations field missions. In 2019, the component received 342 such claims, of which 304 originated from closed field missions. Resources were not immediately available to compensate the claimants in accordance with the overall



death and disability framework for uniformed personnel. The General Assembly adopted resolution [74/280](#) (see also [A/73/755](#), para. 81), in which it called for a study that provided a holistic analysis of the policy, legal, administrative and financial aspects of post-traumatic stress disorder. In line with the Assembly's requirement, this study is expected to include procedures for processing claims, medical standards, budgetary methodology for liability estimation and sources of funding. To support the preparation of the required study, the subprogramme established an advisory board on post-traumatic stress disorder, which includes Member State representatives and United Nations focal points.

*Lessons learned and planned change*

25B.140 The lesson for the component was that it could not process post-traumatic stress disorder claims associated with closed field missions in the absence of required appropriations and with depleted contributions. In applying the lesson, the component will lead the advisory board on post-traumatic stress disorder, and will coordinate with Member States and external subject matter experts on the conduct of the study to prepare recommendations for decisions by the General Assembly. The component will expeditiously implement any further decisions of the Assembly on the process for reimbursing post-traumatic stress disorder claims for uniformed personnel associated with closed field missions.

*Expected progress towards the attainment of the objective, and performance measure*

25B.141 This work is expected to contribute to the objective, as demonstrated by the submission to the General Assembly of a comprehensive study on the reduction of pending post-traumatic stress disorder claims submitted for closed field missions (see table 25B.17).

Table 25B.17  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
290 claims are awaiting assessment from the Medical Services Division related to cases of post-traumatic stress disorder, caused, in most cases, by events that occurred 15 to 20 years ago	304 claims related to cases of post-traumatic stress disorder pending from closed missions	In its resolution <a href="#">74/280</a> , the General Assembly called for a comprehensive study on post-traumatic stress disorder  Advisory board on post-traumatic stress disorder claims established with Member States and subject matter experts	Reimbursement of post-traumatic stress disorder claims for closed field missions examined by the advisory board	The General Assembly considers the comprehensive study on the reimbursement of post-traumatic stress disorder claims for closed field missions  Reduction of pending post-traumatic stress disorder claims submitted for closed field missions

## Legislative mandates

25B.142 The list below provides all mandates entrusted to the component.

### General Assembly resolutions

67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider reimbursement to troop-contributing countries and other related issues	72/285	Rates of reimbursement to troop- and police-contributing countries
		74/279	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment

## Deliverables

25B.143 Table 25B.18 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 25B.18

### Subprogramme 2, component 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	–	<b>1</b>
1. Report of the 2020 Working Group on Contingent-Owned Equipment	1	1	–	–
2. Report of the Secretary-General on the 2020 Working Group on Contingent-Owned Equipment	1	1	–	–
3. Report of the Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries	–	–	–	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	–	
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	3	3		
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>10</b>	<b>20</b>	<b>10</b>
5. Training programmes and seminars to Member States on the various aspects of memorandums of understanding, contingent-owned equipment policies and procedures, as well as death and disability compensation claims	10	10	20	10
<b>E. Enabling deliverables</b>				
<b>Administration:</b> servicing and implementing recommendations of intergovernmental processes regarding the legislative reimbursement framework, including changes arising from the quadrennial survey on the standard rate of reimbursement to troop- and police-contributing countries, the triennial meetings of the Working Group on Contingent-Owned Equipment and decisions of the General Assembly; briefings and training sessions for all troop- and police-contributing countries and other Member States, Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended Statements of Unit Requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System, including via consultations with troop- and police-contributing countries and Secretariat entities, and participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; assessment and calculation of reimbursements for military and police personnel and contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including via calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; preparation of comparative performance analysis and management decision reports.				

## **Subprogramme 3**

### **Special activities**

#### **Objective**

25B.144 The objective, to which this subprogramme contributes, is to ensure clients can respond to special situations.

#### **Strategy**

25B.145 To contribute to the objective, the subprogramme will enhance the capacity for newly deployed or expanded Secretariat entities to achieve their agreed-upon stage of initial operational capacity. The subprogramme will accomplish this effort by identifying critical staff and resources – both financial as well as deployable assets – that can be emplaced in the theatre of operation. It will also provide dedicated support to Secretariat entities during surges, transitions and liquidations.

25B.146 The subprogramme oversees a range of specialized and cross-cutting operational capacities. The specific requirements for different clients will be met through dedicated staffing resources or – in particular for start-up, liquidation, surge and crisis requirements – through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, component 1 of subprogramme 2 and the Office of Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.

25B.147 The subprogramme will continue to manage and strengthen arrangements with key partners such as regional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements, for both offering and receiving operational support assistance, and develop tools and analysis to assess and forecast cost drivers.

25B.148 The subprogramme will also contribute to strengthening capacity for crisis preparedness at all duty stations through crisis preparedness training for all personnel and managers, including through the development of a human resources planning framework for crisis preparedness and response tailored to the needs of the respective client. The subprogramme will continue to train a cadre of crisis support volunteers and manage the existing roster of crisis support volunteers that serve as the first line of support for affected staff and their families. Through the network of volunteers, the subprogramme provides post-incident survivor services, including continuous support to staff and their families, the coordination of counselling and the provision of assistance with the processing of benefits and entitlements for affected United Nations personnel and their families. The subprogramme also facilitates the timely resolution of residual issues in support of staff members and their families through the organization of memorial services. During emergencies, the subprogramme also activates call centres across the globe and the crisis support volunteers' network.

25B.149 The above-mentioned work is expected to result in:

- (a) A more expedient and sustainable deployment of staff, assets and financial resources for the entity to start executing its mandate as quickly as possible;
- (b) More timely closure of unresolved administrative issues, such as aged receivables, unreconciled payments and potential claims from third parties, as well as vendor disputes;

(c) Strengthened crisis preparedness and response capacities, and higher awareness levels across the United Nations system;

(d) Enhanced cooperation agreements that support the planning and drafting of support concepts for start-up and surge or crisis situations.

## Programme performance in 2020

25B.150 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Ensured mandate implementation during the COVID-19 pandemic

25B.151 At the onset of the COVID-19 pandemic, the subprogramme convened operational support capacity from the other subprogrammes in the Department to support Secretariat entities in ensuring the continuity of mandate implementation operations. To enable, for example, the procurement of polymerase chain reaction tests, personal protective equipment and medical supplies by component 1 of subprogramme 2, or the virtual review of United Nations health facilities by component 3 of subprogramme 1, the subprogramme provided oversight and coordination between Headquarters and the field by assessing the needs of field entities, coordinating possible solutions and identifying capabilities within the Department.

25B.152 The subprogramme shared chairing responsibilities (with the Department of Peace Operations and the Department of Political and Peacebuilding Affairs) for the establishment of the Field Support Group on COVID-19, a joint field-United Nations Headquarters forum to identify and address challenges that peacekeeping operations, special political missions and support hubs were facing as a result of the pandemic. Furthermore, the subprogramme monitored key risks, such as medical response and protection capacity, life support and continuity arrangements, and security concerns for Secretariat personnel in relation to COVID-19 and established cross-functional working groups to focus on key areas of the United Nations pandemic response. The subprogramme also ensured that field entities were supported on issues specific to their operating environment by introducing senior focal points for individual field entities.

### *Progress towards the attainment of the objective, and performance measure*

25B.153 The above-mentioned work contributed to the objective, as demonstrated by the Member States and regional organizations having access to regular and timely updates and newsletters on the pandemic response by the United Nations Secretariat (see table 25B.19).

Table 25B.19  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States and regional organizations have access to regular and timely updates and newsletters on the pandemic response by the United Nations Secretariat

### **Impact of COVID-19 on subprogramme delivery**

25B.154 Owing to the impact of COVID-19 during 2020, training sessions to prepare clients to respond to special situations, such as training for family focal points, for call centre volunteers and on soft skills in crisis communications for responders, were postponed. COVID-19-related travel restrictions also resulted in the delayed deployment of some surge staff to the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS). These changes had an impact on programme performance in 2020, as specified in results 1 and 2 below.

### **Planned results for 2022**

25B.155 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: clients enabled to respond effectively and efficiently to the challenges of special situations<sup>30</sup>**

##### **Programme performance in 2020**

25B.156 The subprogramme has progressed work in this area through the development and activation of the standing surge capacity pool, which is a standby pool of 750 United Nations Secretariat staff that are available for surge deployment to special situations, such as the start-up of new entities, transitions, closures or any emergency situation, for a period of 90 days, across 125 professional functions. This pool provides staffing resources to augment the capacity of requesting entities. For example, in 2020, the pool deployed one human resources and counselling specialist to support Beirut-based staff and the entities affected by the explosion at the port of Beirut.

25B.157 The above-mentioned work contributed to the rapid deployment of the advance team for the start-up of UNITAMS, to which 65 per cent of identified surge positions were deployed within one month, which did not meet the target of 80 per cent of identified surge positions encumbered within one month reflected in the proposed programme budget for 2020. The target was only partially met due to delays in the issuance of visas and COVID-19-related travel restrictions.

##### **Proposed programme plan for 2022**

25B.158 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 leverage the standing surge capacity pool to address critical staffing gaps. The subprogramme plans to expand the pool of functions for “management and administration”, as well as initiate a refresher exercise to keep the pool current and ready for deployment. Additionally, the pool will be extended to cover functions most commonly called upon with regard to the peace and security pillar. The expected progress is presented in the performance measure below (see table 25B.20).

<sup>30</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Table 25B.20  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Entities do not use rapid deployment rosters	Entities promulgate rapid deployment rosters	65 per cent of identified surge positions for the UNITAMS start-up were deployed in the first month	<p>The concept of rapid deployment rosters evolved into the standing surge capacity pool, providing a roster of validated staff in 125 identified functions, commonly required for start-ups, transitions, closures or emergency response</p> <p>The pool will enable the Organization to deploy at short notice pre-approved staff for assignments of up to 90 days to support surge requirements globally within Secretariat entities</p>	<p>An expansion of the pool to include additional functions</p> <p>Deployment of required expertise to meet urgent surge-level requirements within 10 days of notification</p>

<sup>a</sup> 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: enabling comprehensive support solutions for partners<sup>31</sup>

### Programme performance in 2020

25B.159 The subprogramme has contributed to ensuring that clients can respond to special situations through the utilization of the standing surge capacity tool. The subprogramme also, with regard to partnerships, strengthened the capacity in the Department to provide effective and efficient support services that enable mandate implementation. This included the establishment of functional partnerships with Member States and regional partners (specifically the Federal Agency for Technical Relief of Germany (*Bundesanstalt Technisches Hilfswerk*) and the European Union), as well as strengthening interoperability with key partners such as the African Union, the European Union, the Collective Security Treaty Organization and the North Atlantic Treaty Organization on a number of operational issues, including best practice in response to COVID-19.

25B.160 The above-mentioned work contributed to 65 per cent of identified surge positions for UNITAMS being encumbered in the first month, which did not meet the target of 80 per cent of identified surge positions encumbered in the first month reflected in the proposed programme budget for 2021. The target was only partially met due to COVID-19-related travel restrictions and delays in the issuance of visas.

<sup>31</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 29B\)](#)).

### Proposed programme plan for 2022

25B.161 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 coordinate the efforts of the Department of Operational Support to establish critical operational support platforms for new missions or other entities, including with regard to initial situational awareness, preliminary engagement and planning with relevant counterparts, and the detailed planning and development of the required operational support concept or plan. The expected progress is presented in the performance measure below (see table 25B.21).

Table 25B.21  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Entities promulgate rapid deployment rosters	The start-up of UNITAMS utilized the standing surge capacity pool for deployments  65 per cent of identified surge positions for UNITAMS were deployed in the first month.	35 per cent of approved positions encumbered by entity start date of new missions  60 per cent of plans for start-up, surge support and crisis have considered partnership options	40 per cent of approved positions encumbered by entity start date of new missions  65 per cent of plans for start-up, surge support and crisis have considered partnership options

<sup>a</sup> 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: new and expanded field operations guided by mission support concepts

#### Proposed programme plan for 2022

25B.162 The subprogramme oversees a range of specialized and cross-cutting operational capacities, including start-up, surge and crisis situations. The mission support concept is the reference document for the Department's support for any field entity in special situations such as start-up, closure or other significant change in operations. It outlines how the various pillars of mission support will be delivered and administered. The identified support requirements, planning assumptions and parameters help define the most effective support approach, mission support staffing complement, technical sub-plans across the spectrum of support services, and related resourcing requirements. The subprogramme has previously developed mission support concepts in the recent establishment of special political missions in Haiti, the Sudan and Yemen. In a start-up, the finalization of a mission support concept is also a key milestone in a field entity achieving initial operating capacity, whereby the field entity is able to take over direct responsibility for further planning and implementation of support functions.

#### *Lessons learned and planned change*

25B.163 The lesson for the subprogramme was that the development of mission support concepts increases the ability of the Department to deliver consolidated solutions that draw on the full range of the Department's roles and expertise, and

ensures effective and coherent linkages between strategic level planning and operational and technical level plans. In applying the lesson, the subprogramme plans to guide the systematic development of mission support concepts to simplify the interface with key clients on planning and coordination, including other Headquarters departments and other relevant field entities. The subprogramme will develop minimum standards and provide quality assurance for the development of the concepts. Additionally, the concepts will be integrated into the policy planning for other Departments (i.e. the Department of Peace Operations and the Department of Political and Peacebuilding Affairs) so that the mission support concepts are mainstreamed and aligned to overall planning efforts.

*Expected progress towards the attainment of the objective, and performance measure*

25B.164 This work is expected to contribute to the objective, as demonstrated by 100 per cent of mission support concepts fully meet the minimum standards (see table 25B.22).

Table 25B.22  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Mission support concepts applied in an ad hoc fashion	Mission support concepts applied in an ad hoc fashion	Mission support concepts applied in the establishment of special political missions in Haiti, the Sudan and Yemen	Systematic application of mission support concepts in all special situations	100 per cent of mission concepts fully meet the minimum standards

## Deliverables

25B.165 Table 25B.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 25B.23  
**Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### E. Enabling deliverables

**Administration:** preparedness frameworks for entities in special situations, tools and standard operating procedures, pools of Secretariat staff for surge capacity, tabletop training exercises with 3 partner organizations and situational awareness reports; guidance to entities in special situations, including via strategic assessments and resourcing reviews for 6 field missions, updated mission support concepts for 6 field missions, recruitment plans, and resourcing plans, budgets and allocations for 6 field missions; deployment of dedicated capacities to provide in situ or virtual support, including operational and advisory services, during critical phases of start-ups, transitions, downsizings, closures, liquidations or crises; establishment of a functioning initial operating capability for new or expanded entities; strategic guidance and backstopping support to UNSOS; oversight of the implementation of the human rights due diligence policy in the provision of support to all non-United Nations security forces; capacity-building of 2 partner organizations to plan, manage and deploy peace support operations, including via the United Nations-African Union expertise exchange programme; capacity-building of uniformed peacekeepers to address the capability requirements of peacekeeping operations through partnerships between the United Nations, troop- and police-contributing countries and Member States; establishment and management of a comprehensive framework of resourcing standards in operational support; support of the establishment of a United Nations-wide data management platform, for operational visibility and preparedness; global implementation of an e-solution to provide timely access to all Secretariat entities on staff affected by downsizing.



## **Subprogramme 4 Administration, New York**

### **Objective**

25B.166 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and an informed public on the work of the United Nations.

### **Strategy**

25B.167 To contribute to the objective, the subprogramme will continue to proactively maintain and operate the Headquarters buildings while leveraging technology and integrating good practices in facilities management that achieve efficiencies, promote a modern workplace and support Member States in the implementation of the Sustainable Development Goals. It will pursue its long-term planning of office accommodation and building alterations to support the needs of entities in New York and maintain the property value of the campus. The strategic focus of the subprogramme in this area will be to incorporate new office space trends resulting from the COVID-19 pandemic, strengthen essential building maintenance functions, implement the planned accessibility improvement projects for persons with disabilities and continue to support environmental sustainability management efforts.

25B.168 The subprogramme also plans to provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration, catering, other commercial operations and processing of tax reimbursements for United States taxpayers. In addition, pending the General Assembly decision on the global service delivery model, this subprogramme will provide specialized human resources support in the areas of onboarding, separations and processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for staff of all Headquarters-based United Nations entities and respective field locations. The subprogramme will also support Secretariat entities globally with effective archives and records management services. In addition to continuing to strive for a high level of client satisfaction and provide services within standard turnaround times, the strategic focus of the subprogramme will be on strengthening property management support and reporting at UNHQ, as well as undertaking the first phase of streamlining archives storage and management in preparation for vacating the Falchi building at the expiration of the lease in 2024.

25B.169 The subprogramme will also provide postal, gift, archival and information services to the public in New York and globally to raise awareness of the past and current work of the United Nations.

25B.170 The above-mentioned work is expected to result in:

- (a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;
- (b) Favourable client satisfaction and cost efficiency in the provision of services;
- (c) Increased awareness of the public of the current and past work of the Organization.

## Programme performance in 2020

25B.171 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Uninterrupted building operations and safe reopening of United Nations Headquarters during the COVID-19 pandemic

25B.172 At the start of the pandemic, when the United Nations Headquarters premises closed for safety reasons, it was critical to the Organization's response to the crisis that all essential onsite building operations, particularly cleaning services, be maintained. The safe reopening of the complex also rested on the ability of the subprogramme to implement safety measures, prepare the building for increasing occupancy and maintain safe working conditions. The subprogramme played a major role in the development of the response to the pandemic. In accordance with the return-to-work policy, the subprogramme ensured skeleton operations in phase 0, prepared the building for phases 1 and 2 of the return of staff, and maintained safe working conditions, including through deep and more frequent cleaning, installation of sanitizing stations, increased ventilation, signage and multiple measures to enforce social distancing. Appreciation for the responsiveness of the subprogramme and the safety measures put in place was expressed by the occupants of the United Nations Headquarters buildings throughout the various phases of the COVID-19 pandemic. In addition, the continuity of mail, pouch, travel and other services which supported medical evacuation operations and the shipment of personal protective equipment, medicines and information technology equipment around the world contributed to the safety of United Nations personnel and remote working.

#### *Progress towards the attainment of the objective, and performance measure*

25B.173 The above-mentioned work contributed to the objective, as demonstrated by the safe reopening of the United Nations complex under reduced capacity, facilitating the implementation of mandates and meetings of the intergovernmental bodies with no major incident reported (see table 25B.24).

Table 25B.24  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Safe phase 2 reopening of the United Nations Headquarters complex with reduced capacity, facilitating the implementation of mandates and meetings of the intergovernmental bodies with no major incidents reported

### Impact of COVID-19 on subprogramme delivery

25B.174 Owing to the impact of COVID-19 during 2020, the subprogramme adapted working methods to support the continuity of United Nations operations and postponed planned results and major maintenance projects at United Nations Headquarters. Due to the pandemic, essential operations at Headquarters were continuously adjusted to the evolving crisis in order to maintain the premises fit for

purpose at every stage and prioritize urgent mail, diplomatic pouch, passport and visa deliveries, material management and other services. The working methods to process staff members' tax reimbursements were swiftly adjusted to ensure continuity of services by allowing staff to submit tax claims electronically while claims submitted in paper format were digitalized and processed remotely. Individual client and other services were provided virtually by adjusting working methods to a remote environment.

25B.175 The COVID-19 pandemic did result in the postponement of building maintenance work and construction projects due to local authorities' pandemic measures and the need to shift priorities and capacities to meet the challenges of the crisis. Special events were cancelled and the temporary suspension of international mail services in certain destinations resulted in some delays in the dispatch of some essential mail and pouches. Several operations experienced significant backlogs such as in processing and digitizing paper records. These changes had an impact on the programme performance in 2020, with lower than planned rates of implementation of the flexible workplace and accessibility improvement projects as specified in results 1 and 2 below.

25B.176 At the same time, however, the subprogramme modified activities to support United Nations personnel and Member States in implementing their work during COVID-19, within the overall scope of its objectives, namely adapting the premises owned and leased by United Nations Headquarters to the physical distancing and recommended hygiene requirements; contributing to sharing COVID-19-related resources in New York; supporting staff and their families with complex travel situations; assisting departments at United Nations Headquarters with the transition of files to SharePoint, the decommissioning of legacy systems, and improving the management of United Nations digital records in coordination with the Office of Information and Communications Technology; and developing online tools and working methods to provide continued services. As examples, the subprogramme developed a user-friendly website with an increased volume of resources and published more than 1 million pages of historical archives on its research portal. It also temporarily transitioned some functions to a fully electronic submission process such as for United Nations laissez passer applications to provide emergency-level global operational support for travel documents to the COVID-19 medical evacuations arranged by WHO operations. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

## **Planned results for 2022**

25B.177 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: transformed Secretariat through flexible workplace implementation<sup>32</sup>**

#### **Programme performance in 2020**

25B.178 The subprogramme has continued to modernize United Nations Headquarters through the implementation of the flexible workplace project. In 2020, 3 floors in the Secretariat building were reconfigured, bringing the total to 22 flexible floors. The Organization was able to accommodate new office space requirements linked to the United Nations development system reform, including for the move of

<sup>32</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

the Development Coordination Office into the Secretariat building, while at the same time vacating an additional floor in a leased building. Staff on converted floors were able to transition seamlessly to full remote working when the building closed and, throughout the COVID-19 pandemic, flexible workspace proved adaptable to fluctuating levels of occupancy and the application of safety measures such as social distancing.

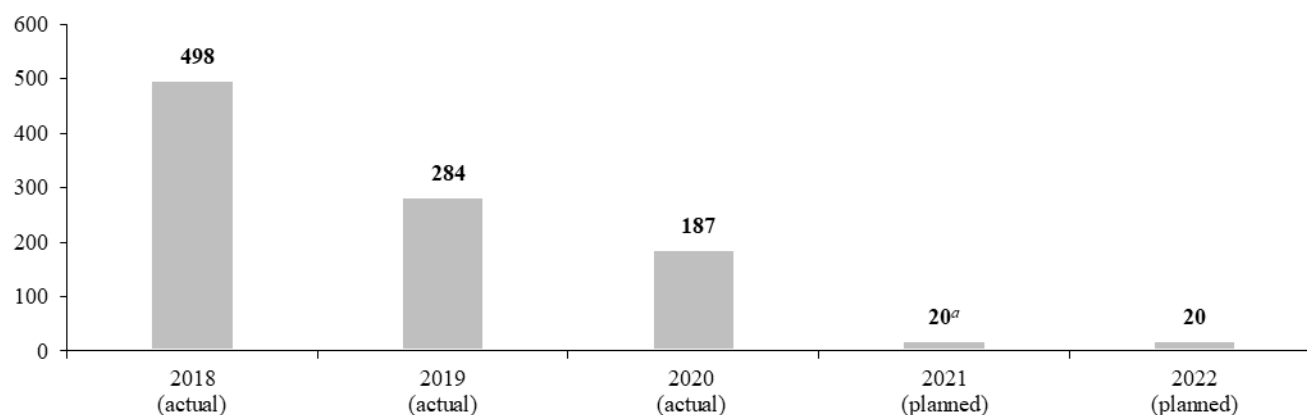
25B.179 The above-mentioned work contributed to an increase in the workplace capacity to accommodate an additional 187 people, which did not meet the planned target of 262 people reflected in the proposed programme budget for 2020. The project was delayed when construction had to be suspended for several months following local COVID-19 “stay at home” orders. When construction resumed, the subprogramme completed the floors that were in an advanced stage of implementation and postponed the five remaining floors pending more clarity on the post-pandemic landscape and the office space requirements of the departments concerned, as reported in [A/75/342](#).

### Proposed programme plan for 2022

25B.180 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 an ongoing assessment of changing workspace requirements in the post-pandemic environment and their impact on the implementation of flexible workplace strategies and future office space needs at United Nations Headquarters. As reported in [A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#), the subprogramme has undertaken a review of the project in accordance with the recommendations of the Advisory Committee on Administrative and Budgetary Questions and the decision of the General Assembly in its resolution [75/253](#). In view of the uncertainties surrounding the post-pandemic landscape, it was proposed to close out the project and consider any future large-scale workspace reconfiguration required to meet emerging needs as a new initiative. The subprogramme will continue to mainstream the approach to small-scale office reconfiguration requirements across buildings owned and leased by the United Nations to the extent possible, taking into account lessons learned and the latest office space trends. The expected progress is presented in the updated performance measure below (see figure 25B.IX).

Figure 25B.IX

**Performance measure: increase in flexible workplace capacity (annual)**



<sup>a</sup> 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: an inclusive Secretariat through accessibility improvements<sup>33</sup>

### Programme performance in 2020

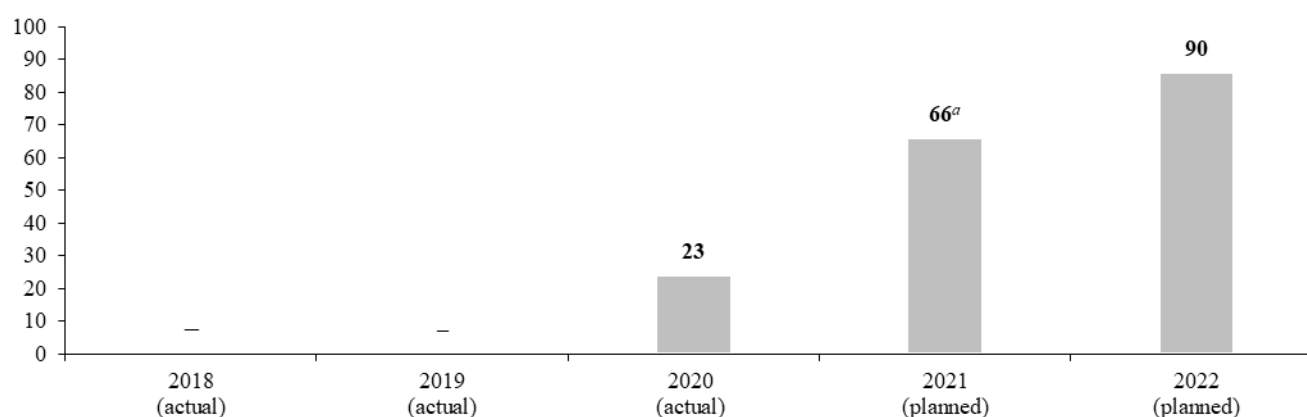
25B.181 The subprogramme has improved the accessibility of the Headquarters campus to facilitate the inclusion of persons with disabilities in the work of United Nations and increased building compliance with relevant standards. Among the projects completed in 2020 were the installation of accessibility doors at the second-floor entrance to the Economic and Social Council, the incorporation of a perimeter fence access gate and the replacement of curb cuts, minor renovations to multiple restrooms throughout United Nations Headquarters, the renovation of wheelchair-accessible parking spaces and the addition of accessibility signage. The subprogramme also finalized the design of a future lift installation at the General Assembly Hall speakers' rostrum. In addition, the flexible workplace project has contributed to the inclusion of persons with disabilities by facilitating movement on the floors, providing adjustable furniture systems and customizing the workplace to specific needs as required.

25B.182 The above-mentioned work contributed to a 23 per cent implementation rate of the accessibility programme, which did not meet the target of 33 per cent reflected in the proposed programme budget for 2021. The planned work was delayed by the suspension of all construction activities during local authorities' COVID-19 "stay at home" orders.

### Proposed programme plan for 2022

25B.183 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 install additional accessibility doors and make other improvements in accordance with its three-year programme. The expected progress is presented in the performance measure below (see figure 25B.X).

Figure 25B.X  
Performance measure: total implementation rate of the accessibility programme by year  
(Percentage)



<sup>a</sup> 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.

<sup>33</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

**Result 3: streamlined United Nations Secretariat archives management****Proposed programme plan for 2022**

25B.184 The Organization is going through a digital transformation and paper records are increasingly being replaced by digital data, a trend that has only been accelerated by the COVID-19 pandemic. This evolution is creating new requirements for the subprogramme to receive, store, preserve, process, and provide access to digital records. At the same time, the subprogramme continues to be responsible for the processing of new transfers of paper records and the management of current archive holdings.

25B.185 As custodian of the United Nations Secretariat archives, the subprogramme directly operates two repositories and uses a third-party vendor to manage physical records. The expiration of the Falchi Building lease in December 2024, where the largest repository is located, offers an opportunity to streamline the archives management function in line with best practices and industry trends, from an in-house to a third-party storage and records management model.

*Lessons learned and planned change*

25B.186 The lesson for the subprogramme was that the digital transformation is rendering the direct management of physical archives obsolete as the focus shifts to capturing digital records from enterprise systems. Third-party storage and records management services have proven secure and efficient in handling paper records and the Falchi lease expiration is the opportune time for operational changes. Given the large volume of records to be processed, the streamlining initiative to discontinue the Falchi repository requires a sustained effort starting in 2022. In applying the lesson, the subprogramme, over the next three years, is planning to appraise all records in the repository, dispose of time-expired records, inventory and transfer records of continuing value to a third-party vendor, preserve permanent archives to international standards and digitize selected archives to ensure easy and continued access. Once completed, and with the physical archive management functions provided by a third party, the subprogramme will be able to reallocate resources to meet the requirements of its growing portfolio. Significant benefits are expected in the form of efficiency gains and client satisfaction from improved access to digitized paper records and, ultimately, better operational support in managing digital records.

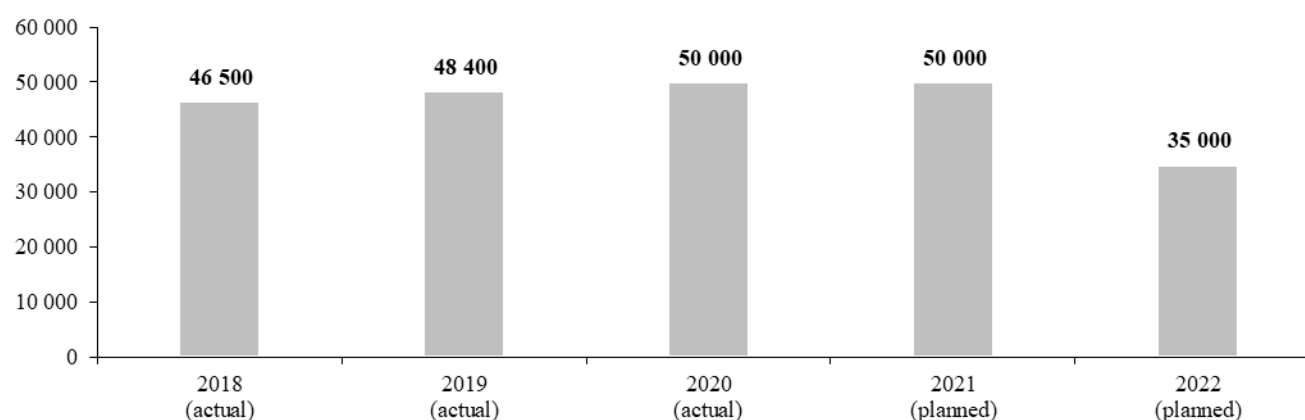
*Expected progress towards the attainment of the objective, and performance measure*

25B.187 This work is expected to contribute to the objective, as demonstrated by the reduction in the volume of records held at the Falchi Building repository from 50,000 linear feet in 2020 to 35,000 planned in 2022 (see figure 25B.XI).

Figure 25B.XI

**Performance measure: volume of records at the Falchi building**

(Linear feet)

**Legislative mandates**

25B.188 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

<a href="#">67/254</a>	Special subjects relating to the programme budget for the biennium 2012–2013	<a href="#">72/262</a> A-B	Special subjects relating to the programme budget for the biennium 2018–2019
<a href="#">68/247</a>	Special subjects relating to the proposed programme budget for the biennium 2014–2015	<a href="#">73/279</a> A	Special subjects relating to the programme budget for the biennium 2018–2019
<a href="#">69/274</a> A-B	Special subjects relating to the programme budget for the biennium 2014–2015	<a href="#">74/263</a>	Special subjects relating to the proposed programme budget for 2020
<a href="#">71/272</a>	Special subjects relating to the programme budget for the biennium 2016–2017	<a href="#">74/267</a>	Enlargement of the Advisory Committee on Administrative and Budgetary Questions: amendment to rule 155 of the rules of procedure of the General Assembly
<a href="#">72/219</a>	Protection of global climate for present and future generations of humankind	<a href="#">75/253</a>	Special subjects relating to the proposed programme budget for 2021

**Deliverables**

25B.189 Table 25B.25 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25B.25

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***D. Communication deliverables**

**External and media relations:** Information and reception services to visitors, delegates and the general public, including responding to inquiries on the current and past work of the United Nations.

**Library services:** archive, record and information management services provided for all entities at United Nations Headquarters and field missions; recordkeeping assessments conducted for Secretariat entities globally; paper and digital records security - screened, catalogued, stored and preserved; legacy paper archives digitized;

**E. Enabling deliverables**

**Administration:** provision of administrative support services, including specialized human resources support in the areas of onboarding and processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and respective field locations, and processing of transactions and claims for 7,000 staff members in the areas of tax reimbursement, in line with relevant rules, regulations and standards; streamlining of internal administrative processes in the areas of human resources, finance and budget, travel and tax reimbursement.

**Logistics:** 1,825,000 square feet of owned and leased premises, facilities and assets managed, maintained and altered as required, including management of gifts; office accommodations provided for around 8,000 personnel; completion of service requests for facilities and commercial services; conferences and special events managed; warehousing and transportation services provided; processing of travel requests and travel documents, as well as lump sum calculations; airline agreements negotiated or renegotiated; host country registrations processed.

**Correspondence and documentation services:** provision of mail services, including approximately 800,000 postal, courier and diplomatic pouch shipment and messenger services.

## Section 29C

### Office of Information and Communications Technology

#### Overall orientation

#### Mandates and background

25C.1 The Office of Information and Communications Technology is responsible for the delivery of information and communications technology (ICT) in the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [63/262](#) and [72/266](#) B. The impact of the coronavirus disease (COVID-19) pandemic has starkly highlighted the importance of ICT in supporting business continuity and mandate delivery across the Secretariat and in intergovernmental bodies.

#### Strategy and external factors for 2022

25C.2 In 2022, the Office will continue to implement programmes that support the strategic goals of ensuring an environment where interoperability allows information to flow effectively throughout the Organization, facilitating coherent and integrated mandate implementation, where ICT is leveraged as a critical operational and strategic enabler for the work of the United Nations and where the Organization is protected from rapidly escalating cybersecurity threats.

25C.3 The Office will continue to play a lead role in strengthened governance of ICT operations across the Secretariat. Overseen by an expanded ICT Steering Committee, this includes a strengthened policy framework and more proactive engagement of the global ICT community. The Office will also enhance its monitoring and compliance role to ensure adherence globally to applicable ICT policies, standards and architecture, including in relation to information security.

25C.4 The Office supports and facilitates the implementation of mandates by departments, offices and field operations globally. This entails, as a first step, the provision of a resilient and secure global network and ICT systems, platforms and applications that enable collaboration and communication across the Secretariat and across the wider United Nations common system. During 2022, the Office will continue to ensure that ICT infrastructure is maintained and, where required, upgraded to support business continuity, through the required capital expenditures.



The Office will also support mandate delivery by Secretariat entities through the development and deployment of technology and data services and solutions that facilitate their programmatic delivery.

25C.5 As demonstrated during the move to largely remote working during the COVID-19 pandemic, the adoption of enterprise platforms that are cloud-based, where United Nations personnel can collaborate and connect regardless of their location, proved critical for the Organization as it adapted to new ways of working. Because of this ongoing programme of work, United Nations personnel have a single place to meet, communicate, share files and collaborate, enabling a mobile and digital workforce. The shift to enterprise platforms from legacy applications will continue, leading to a more cohesive, coherent and resilient ICT ecosystem, as will the strategic shift to cloud-based services.

25C.6 Although capacity has been strengthened, priority will continue to be given to information security, as the United Nations continues to face challenges with regard to adequately mitigating the growing, scale and complexity of cybersecurity threats. During 2022, the Office will establish proactive threat hunting capabilities, replacing the existing reactive intrusion detection systems. This transition will decrease reliance on outsourced services and strengthen internal capacity that is solely focused on United Nations operations, as both the internal ICT landscape as well as the external threat landscape evolve. The Office will also continue to carry out cybersecurity assessments of Secretariat entities to identify risks and, where required, recommend mitigating measures. These assessments can also identify systemic issues that require broader action.

25C.7 The Office will support efforts to transform the Organization to one that more effectively uses data and information to support decision-making and inform strategic direction. This work will be aligned with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere and support the strategic goal of strengthening interoperability. While contributing to many of the related work streams, the Office will lead in the creation of technology enablers to support this transformation. Analytics and data solutions will also continue to be implemented, and associated standards and architecture will be formulated to achieve a consistent approach to data. Work on self-service analytics and other advanced analytics tools will continue to expand, building a cadre of United Nations staff globally who are able to produce analytics products to enhance transparency and enable decision-making as required. Other data-driven initiatives will continue to be deployed globally during 2022. The Office will also support areas such as policy formulation and the governance of information management. The continued shift to cloud-based services will also be instrumental to the implementation of the Data Strategy.

25C.8 Innovation will continue to underpin the work of the Office. Efforts will continue to identify frontier technologies, such as artificial intelligence and blockchain, to build innovative technology solutions to support the work of the United Nations and mandate delivery globally. Conversational artificial intelligence will continue to be strengthened and its use expanded through integration into systems and solutions.

25C.9 For 2022, the Office'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 continued support in order to maintain the business continuity of the Secretariat and intergovernmental bodies, ensuring that platforms and solutions adequately support remote or hybrid working methods or meetings. Specific examples of such planned deliverables and activities are provided under subprogramme 2.

25C.10 With regard to interoperability and inter-agency coordination, the Office will build on the significant progress of 2020, through which access to collaboration on Secretariat platforms was provided to more than 100,000 personnel from agencies, funds and programmes. Globally, this has facilitated collaboration across the larger United Nations common system and supported coherence in mandate delivery.

25C.11 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that major contractual or licence costs with vendors will not increase at a rate greater than standard inflation.

25C.12 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 have a further 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.

25C.13 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, under subprogramme 3, the enterprise talent management platform now provides hiring managers with analytics during the assessment stages of the recruitment process to ensure that gender parity is taken into consideration throughout the hiring life cycle. In addition, the United Nations Careers Portal is being redesigned to attract and engage a diverse audience, and contribute to a workforce that reflects the breadth of Member States' nationalities, including through increased gender parity and diversity. The Office also continued to work with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Office of Human Resources on efforts to increase the participation of women in its own workforce and in ICT throughout the Secretariat.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

25C.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The COVID-19 pandemic starkly highlighted the criticality of ICT to the ability of the United Nations to function and represented a major test for the new integrated approach to ICT. The strategic decisions and investments made by the Secretariat, in particular with regard to the move to cloud computing and ICT platform choices, were critical to enabling business continuity during this period, as was the strengthened capacity of the Office to deliver enterprise applications Secretariat-wide since the introduction of management reforms. The deployment in September 2019 of a new integrated software suite that supports productivity, communication and collaboration from any location and addresses a number of complex issues related to interoperability, information security and information management proved instrumental in enabling the work of the Organization to continue uninterrupted, even when the suite became necessary to many staff who were put on mandatory telecommuting arrangements at short notice. However, supporting the Secretariat required strengthening and increasing the capacity of ICT applications, developing new ICT platforms, strengthening cybersecurity and creating guidance on how to work within the new environment. Intergovernmental bodies also needed additional support to function virtually, including with regard to addressing challenges such as simultaneous interpretation. Supporting the ability of the United Nations to communicate globally through virtual events also needed enhancements to the capacity available in March 2020. The results of these efforts became evident during the largely virtual high-level segment of the seventy-fifth session of the General Assembly.

25C.15 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme 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 lessons learned that will be prioritized include the mainstreaming and enhancement of technologies to support a flexible and secure working model that incorporates remote and hybrid working arrangements. This includes incorporating cybersecurity tools to ensure protection from cyberthreats and secure remote support and software updating capabilities. The need to provide a similar experience for ICT users irrespective of their location is a technology challenge that will continue to be addressed, and will include the adaptation of applications and the proper equipping of personnel to work on-site and/or remotely. Much effort was expended to continually repurpose and rebuild the technology infrastructure in physical conference rooms at Headquarters to facilitate virtual/hybrid meeting participation, as the risk assessments for safety, health standards and social distancing continually changed and evolved during 2020. The COVID-19 pandemic has demonstrated that the Organization's global ICT infrastructure and applications need to be adaptable to changing requirements and be accessible from anywhere, with minimum intervention from the user community. The continued migration to the cloud in 2022 will strengthen the performance, availability and security of the Organization's applications and data, providing more options for agile and flexible approaches to delivering solutions to end users.

## Legislative mandates

25C.16 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	71/272 B, sect. III	Special subjects relating to the programme budget for the biennium 2016–2017: status of implementation of the information and communications technology strategy for the United Nations
69/262, sect. II	Questions relating to the programme budget for the biennium 2014–2015: information and communications technology in the United Nations	72/262 C, sect. I	Special subjects relating to the programme budget for the biennium 2018–2019: status of implementation of the information and communications technology strategy for the United Nations
70/248 A, sect. V	Special subjects relating to the proposed programme budget for the biennium 2016–2017: information and communications technology in the United Nations	72/266 B	Shifting the management paradigm in the United Nations

## Deliverables

25C.17 Table 25C.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25C.1

**Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	–	–	–
1. Report of the Secretary-General on the status of implementation of the information and communications technology strategy	1	–	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

**Evaluation activities**

25C.18 A self-evaluation on data classification completed in 2020 guided the programme plan for 2022.

25C.19 The findings of the self-evaluation referenced above have been taken into account for the programme plan for 2022, which will assess the compliance of ICT systems and services against the established enterprise architecture, while noting that an examination of data and data classification is an important prerequisite for enterprise architecture, which is designed to ensure that ICT systems and services are implemented in a manner that supports the needs of the Organization for data and information and that they support the work of the offices and departments of the Secretariat. In addition, the enterprise architecture supports strategic aspects of ICT by increasing coherence, which facilitates cybersecurity efforts and supports interoperability.

25C.20 A self-evaluation of the compliance of information and communication technology systems and services against the enterprise architecture is planned for 2022.

**Programme of work****Subprogramme 1****Strategy and technology innovation****Objective**

25C.21 The objective, to which this subprogramme contributes, is to enhance an innovative, secure, unified digital space for the United Nations.

**Strategy**

25C.22 To contribute to the objective, the subprogramme will continue to focus on the establishment of strategies, policies and governance, as well as the provision of advisory services covering information technology, innovation and information management, including cybersecurity management services, to the Organization. The subprogramme works closely with United Nations clients to identify their key data,

information and technology priorities or challenges and facilitate the adoption of solutions to meet their needs. By working in close collaboration with internal and external partners, the subprogramme ensures results through the innovative, integrated and secure design and implementation of technology solutions. The subprogramme supports the core work of the United Nations by using emerging innovative technologies, such as artificial intelligence, machine learning and distributed ledger technology, to provide strategic solutions and enabling environments in partnership with relevant United Nations entities. Strategic and policy aspects of information management are central to this subprogramme, as is the implementation of the Data Strategy of the Secretary-General.

25C.23 The use of technology to support the core work of the United Nations is established in General Assembly resolution [69/262](#), and technology innovation is a pillar of the information and communications technology strategy for the United Nations. The subprogramme also supports United Nations entities in reducing the level of risk to the image, resources, data, operations and safety of the personnel and assets of the United Nations. The subprogramme promotes information security campaigns, supports and implements security measures, strengthens proactive threat management capabilities and promotes the use of advanced security features. In parallel, the subprogramme's efforts also focus on supporting Secretariat entities to ensure that information security risks do not hamper efforts to implement United Nations mandates or adversely affect support to Member States. The subprogramme further helps to facilitate access to data across the Organization by leveraging modern technology, strengthens data literacy by co-leading the implementation of the Data Strategy and governs information and data management. The subprogramme will continue to develop and strengthen information management strategies and policies as well as promote the effective use of data.

25C.24 The above-mentioned work is expected to result in:

- (a) Better awareness of innovation techniques and new technologies, and increased capacity of Secretariat entities to deliver on mandates;
- (b) Strengthened resilience of the Organization and better awareness by end users of existing and future threats, and a strong central capability and capacity to support the global Secretariat in safeguarding the data, information, services, solutions and infrastructure of the United Nations;
- (c) Improved use of information and data by departments and offices;
- (d) A coherent ICT landscape in the Secretariat through compliance with policies, procedures and guidelines as well as common standards, strategies and architecture.

## **Programme performance in 2020**

25C.25 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Improved security of technology environment and responsible and innovative use of information and communications technology solutions**

25C.26 Given the interconnected nature of the Organization's systems and data, all entities of the Secretariat, including field missions, have a role in keeping the overall ecosystem safe. Cybersecurity has become a key enabler of not only regular ICT operation, but also the ability of the Organization to deliver on its mandates. As part of the ongoing efforts to improve the cybersecurity posture of the Organization, the subprogramme conducted four cybersecurity assessments at different field missions in 2020 (the United Nations Mission in South Sudan (UNMISS), the United

Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Integrated Office in Haiti (BINUH) and the United Nations Interim Administration Mission in Kosovo (UNMIK)). Further assessments were put on hold owing to COVID-19-related travel restrictions but are expected to be resumed as soon as the situation allows. These assessments focused on the different cybersecurity risks that each mission operates under, and attempted to detect attack vectors that, if exploited by an adversary, could have a negative impact on the ability of the mission to operate safely or allow unauthorized access to the mission's information and/or assets. Knowledge transfer activities were also conducted to help the mission proactively tackle cybersecurity risks going forward.

25C.27 The subprogramme also supported mandate delivery by Secretariat entities through the development of software solutions for use by Member States in their jurisdictions. These solutions help counter money-laundering and the financing of terrorism, detect the travel of terrorists and serious criminals, manage land registries and educate primary school students. In this regard, the subprogramme completed key technical components of the goTravel solution for the Office of Counter-Terrorism, which is used to facilitate the detection of terrorists and serious criminals and their travel movements in compliance with Security Council resolutions [2178 \(2014\)](#), [2396 \(2017\)](#) and [2482 \(2019\)](#). Another successful application of emerging technologies, in partnership with the United Nations Children's Fund, is the learning platform UNILEARN, which was built and piloted for 120,000 primary school children, parents and teachers in the state of Rajasthan, India. The subprogramme has also supported the United Nations Human Settlements Programme (UN-Habitat) on the implementation of a blockchain-enabled solution to improve the capacity of Afghanistan to manage land registry records.

*Progress towards the attainment of the objective, and performance measure*

25C.28 The above-mentioned work contributed to the objective, as demonstrated by Member States, in collaboration with other United Nations entities, having access to innovative United Nations technology solutions, and the improved cybersecurity posture of the Organization that enables it to detect potential attack vectors before they are exploited (see table 25C.2).

Table 25C.2  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
The United Nations Mission for the Referendum in Western Sahara and the United Nations Military Observer Group in India and Pakistan have an increased awareness and practical knowledge of risks and mitigation measures	<p>Passenger data management solution established to facilitate detection of terrorists' travel</p> <p>The United Nations Assistance Mission in Afghanistan and the United Nations Support Office in Somalia/United Nations Assistance Mission in Somalia have access to up-to-date cybersecurity assessments and areas to improve security of technology environment were identified</p>	<p>The Caribbean Community and Botswana have access to goTravel through collaboration with the Office of Counter-Terrorism</p> <p>Afghanistan has access to the land registry solution through the UN-Habitat/Government of Afghanistan "City for All" programme</p> <p>UNMISS, MINUSMA, BINUH and UNMIK have access to up-to-date cybersecurity assessments and mitigation and improvement measures by missions have commenced</p>

### **Impact of COVID-19 on subprogramme delivery**

25C.29 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled the 2020 data symposium event, which resulted in a greater effort to coordinate data awareness and outreach and slowed engagement with key ICT stakeholders. The subprogramme also had to change its approach to some advisory services, such as on-site information management services for United Nations entities. This change resulted in reduced scope for the provision of policy governance advice and the sharing of best practices. The cybersecurity assessments of field missions have been postponed until travel restriction are lifted. However, the subprogramme supported efforts to strengthen the information security of the Organization as new risks and threats emerged in the virtual workspace environment. A significant increase in demand was noted for: (a) security architecture services that supported remote working arrangements, including the development of solutions for the remote management of computers, remote access to internal applications and assessments of remote simultaneous interpretation platforms; and (b) additional threat monitoring and incident response requirements due to increased cybersecurity threats. However, these demands created an overload on the existing resources, which were also affected by the liquidity crisis. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.

### **Planned results for 2022**

25C.30 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: better information, enhanced data sharing and reduction in risk of security breaches<sup>34</sup>**

#### **Programme performance in 2020**

25C.31 The subprogramme has drafted an information management framework in consultation with entities across the Secretariat and other United Nations organizations. Once endorsed, the framework will create opportunities to generate standardized principles, policies, guidelines and procedures, and facilitate access to and the sharing of information while reducing the risk of its duplication. The subprogramme also established information governance strategies for enterprise solutions, such as Unite Workspace, and continued to provide guidance and support to client departments on the adoption of technology solutions. Furthermore, the subprogramme, in coordination with the Executive Office of the Secretary-General, is leading the implementation of the “technology environment” enabler outlined in the Data Strategy of the Secretary-General by providing strategic coordination and oversight of United Nations technology, governance and processes.

25C.32 The above-mentioned work contributed to the adoption by client departments of some policies and procedures, such as the technical procedure for data classification and the technical procedure for sharing information with external parties, and the adoption by client departments of new technology solutions such as Unite Workspace, which did not fully meet the planned target of adoption by client departments of new policies and procedures and adoption by client departments and Member States of new technology solutions. The target was not fully achieved because, owing to liquidity constraints, capacity and resources were insufficient to

<sup>34</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29C)).

develop all the supporting guidance documents needed during 2020 to support the information management framework.

### Proposed programme plan for 2022

25C.33 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 work in this subprogramme will evolve to include continued coordination on the technology environment enabler outlined in the Data Strategy of the Secretary-General, the implementation of the information management framework, the creation of policies, guidelines and standards to support the information management framework and the development of a compliance function. The expected progress is presented in the updated performance measure below (see table 25C.3).

Table 25C.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>Discussions between client departments on the information security governance framework</li> </ul>	<ul style="list-style-type: none"> <li>Identification by client departments of standards for analytics and business intelligence systems and data</li> </ul>	<ul style="list-style-type: none"> <li>Adoption by client departments of some policies and procedures, such as the Secretariat ICT technical procedure on sharing information with external parties and the job aid on guidance on the use of electronic signatures</li> <li>Adoption by client departments of new technology solutions, such as Unite Workspace</li> </ul>	<ul style="list-style-type: none"> <li>Adoption by client departments of the use of conversational artificial intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the information management framework and two supporting policies and guidelines by client departments</li> <li>Usage by clients of a compliance function to monitor and assess the effectiveness of controls established in policies and procedures</li> </ul>

<sup>a</sup> 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: mainstream the use of artificial intelligence<sup>35</sup>

### Programme performance in 2020

25C.34 The subprogramme has launched an artificial intelligence-based chatbot for Secretariat staff that includes a number of initial skills such as the ability to impart information about COVID-19, basic facts about the United Nations and its senior leadership, information about the Sustainable Development Goals and the management of email and calendars. The chatbot system provides an intuitive interface that allows users to quickly get the information they need from multiple

<sup>35</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29C)).



sources in a more precise and informative way. It also provides personalized and secure virtual assistance by performing personal tasks related to messaging and calendar management. The subprogramme will also continue to expand on the chatbot's skills and promote its use across the different departments of the United Nations. Over time, as the system evolves, it will be able to provide support for the departments' unique operational needs.

25C.35 The subprogramme will continue to provide frontier technologies that can be used by the departments and offices of the Secretariat, in accordance with ICT policies, standards and architecture, to support the implementation of their mandates. In addition, the subprogramme will continue efforts related to the establishment of partnerships throughout the United Nations system.

25C.36 The above-mentioned work contributed to users having access to conversational artificial intelligence in order to find information, which met the planned target of the development of an artificial intelligence-based chatbot prototype, "Alba", and the building of United Nations context-aware language understanding capabilities, reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25C.37 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 implementation of the conversational artificial intelligence platform in other official languages of the United Nations and the alignment of frontier and emerging technologies with organizational priorities and the Data Strategy of the Secretary-General, as well as the use of conversational artificial intelligence in the context of enterprise applications, such as those related to policies and processes. The expected progress is presented in the updated performance measure below (see table 25C.4).

Table 25C.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>Research and development of core building blocks for natural language processing</li> </ul>	<ul style="list-style-type: none"> <li>Building of United Nations context-aware language understanding capabilities</li> <li>Development of artificial intelligence-based chatbot prototype, Alba</li> </ul>	<ul style="list-style-type: none"> <li>Users have access to conversational artificial intelligence to find information</li> <li>Availability of 9 artificial intelligence capabilities for offices and departments</li> </ul>	<ul style="list-style-type: none"> <li>Full realization of the benefits of conversational artificial intelligence</li> <li>Applications can include conversational artificial intelligence capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Availability of conversational artificial intelligence in 3 official languages of the United Nations</li> </ul>

<sup>a</sup> 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: seamless access to United Nations data for all personnel

#### Proposed programme plan for 2022

25C.38 The Organization must be able to respond to complex situations in the most efficient and well-informed way. A quick, effective response across multiple

geographic and disciplinary layers requires the intelligent management of large amounts and a large variety of data. Managers and decision makers can be supported to find the information they need to make fast, well-informed decisions. The subprogramme aims at supporting data-driven decision-making by making sure that the Secretariat's technology tools and processes are aligned to empower United Nations personnel in the optimal use of data for insight, impact and integrity. An internal pilot project to catalogue data was implemented as an initial step, and research was conducted on data exchange platforms and best practices.

#### *Lessons learned and planned change*

25C.39 The lesson for the subprogramme was that there were fragmented data infrastructures in the Organization that prevented data interoperability and systems integration. In applying the lesson, the subprogramme will work on a subset of authoritative data sets and will assess how the data exchange platform can be extended to accommodate all data sources, and at the same time look at opportunities to harmonize the United Nations data infrastructures. The subprogramme will provide United Nations personnel with a data exchange platform that serves as a central gateway to authoritative data sources. It will include vital information about the data and where and how the data can be accessed. The key activities will include the identification of the data sources and coordination with the data owners to establish appropriate governance and a data literacy programme. In addition, the subprogramme will also integrate governance functionality into the platform to support data quality and monitor compliance with established governance policies. Universal access to the data can be achieved with the implementation of an Organization-wide data provisioning and distribution model that allows data access to specific users in a well-governed and secure manner. The subprogramme will continue to build and extend on the capabilities of the data exchange platform based on lessons learned from the pilot project. The data exchange platform will leverage machine learning and other artificial intelligence techniques to accelerate and automate data management and governance processes.

#### *Expected progress towards the attainment of the objective, and performance measure*

25C.40 This work is expected to contribute to the objective, as demonstrated by clients having access to available authoritative data sources to help them in their decision-making processes (see table 25C.5).

Table 25C.5  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	—	Users in 3 entities have access to authoritative data sets which help them in a wide array of decision-making processes	An additional 6 entities have access to authoritative data sets which help users in a wide array of decision-making processes

### **Deliverables**

25C.41 Table 25C.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 25C.6

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Information and communications technology:** formulation, updating and institutionalization of ICT and information management policies and standards; enterprise architecture framework and compliance oversight mechanism; analytics and innovation guidelines for oversight and accountability; analytics and frontier technology solutions accessible to Secretariat entities; repeatable technology solutions and realization of the benefits of conversational artificial intelligence; expert advice to ICT service providers on information management; policies and procedures for data privacy and mechanisms for oversight of adherence to data privacy principles; disaster recovery plan for critical systems; and information security framework across Secretariat entities, comprising a framework document on information security and security assessment of systems and entities.

## **Subprogramme 2**

### **Operations support**

**Objective**

25C.42 The objective, to which this subprogramme contributes, is to achieve an optimized ICT infrastructure and technology environment for all United Nations entities, within which the Organization's global technology solutions, systems and applications are delivered securely and in an intuitive manner.

**Strategy**

25C.43 The subprogramme will continue to implement and upgrade systems and infrastructure to enable the Secretariat and Member States to effectively deliver on the Organization's core work and deliverables. The rapid adoption of global enterprise platforms gives users a single place to meet, communicate, share files and collaborate, enabling a mobile and digital workforce. Further work is planned to enable broader collaboration and the sharing of information within the larger United Nations common system with the continued goal of simplification of the underlying information and communications technology infrastructure.

25C.44 The subprogramme will contribute to enabling the Data Strategy of the Secretary-General. The implementation of self-service analytics and other advanced analytics tools will continue to expand the cadre of United Nations staff globally who can produce their own analytics products to enhance transparency and enable decision-making. Other data-driven initiatives, such as the situational awareness technology platform Unite Aware and the Unite field remote infrastructure monitoring system, will continue to be rolled out globally, supporting data-driven decision-making by senior management in peace operations.

25C.45 The subprogramme will continue to implement hybrid cloud hosting, which is transforming how the Organization hosts its data and applications. Consolidating the Organization's data primarily in a United Nations-managed cloud environment will facilitate the objective of the Data Strategy of the Secretary-General to simplify access to the Organization's data.

25C.46 The subprogramme will continue to advance the delivery of ICT support and services through a standardized information technology service management framework; create a cross-cutting client service desk approach to carry out the Secretariat's customer relationship management activities; provide around-the-clock support for enterprise applications such as Umoja, Inspira and Unite Mail; provide

faster resolution of incidents and service requests; and increase customer satisfaction and application uptime.

25C.47 The subprogramme plans to support Member States on issues related to COVID-19 by continuing to facilitate virtual collaboration across the United Nations system, supporting intergovernmental meetings through a hybrid model that caters to both in-person and remote participants.

25C.48 The above-mentioned work is expected to result in:

(a) The facilitation of mandate delivery by Secretariat entities by a modern, resilient and secure global ICT infrastructure;

(b) Greater collaboration across the United Nations common system that supports the Secretariat in the execution of its mandates with greater agility;

(c) A modern and secure technology environment that serves as the foundation for the Data Strategy of the Secretary-General;

(d) A user base that is capable and familiar with the systems and processes required to present relevant information to inform decision makers in the most optimal way;

(e) Improved satisfaction of end users with ICT enterprise services and increased engagement and communication with clients;

(f) Enterprise-level solutions to facilitate complex intergovernmental meetings and remote access, verbatim report-writing and translation, interpretation, broadcast and webcast capabilities.

## **Programme performance in 2020**

25C.49 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Business continuity in the time of COVID-19**

25C.50 The subprogramme supported the work of the Secretariat and intergovernmental bodies from the onset of the COVID-19 pandemic in March 2020, which required strengthening and increasing the capacity of ICT infrastructure and broadcasting and conferencing systems, the commissioning of new ICT remote simultaneous interpretation platforms and the issuance of guidance on how to work in the new virtual environment.

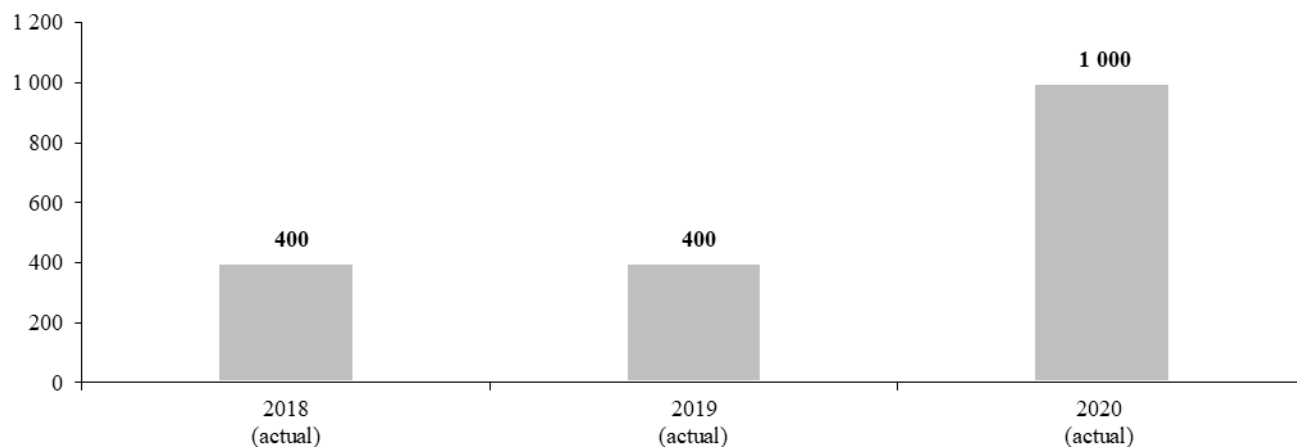
25C.51 The United Nations videoconferencing capacity was increased from 400 simultaneous connections globally on 15 March to 1,000 by June 2020. This upgrade was critical to enabling large complex meetings of intergovernmental bodies to run simultaneously. A new virtual meeting platform was introduced that allowed up to 1,000 participants to interact. The procurement of three remote simultaneous interpretation systems was completed and integrated into existing conference room systems.

### *Progress towards the attainment of the objective, and performance measure*

25C.52 The above-mentioned work contributed to the objective, as demonstrated by the enhanced capabilities detailed above. The subprogramme ensured that the Secretariat and intergovernmental bodies were provided with the technical solutions to enable business continuity and mandate delivery following the move to largely remote working as a result of the restrictions imposed because of the COVID-19 pandemic (see figure 25C.I).

Figure 25C.I

**Performance measure: number of simultaneous United Nations videoconferencing connections globally**



### **Impact of COVID-19 on subprogramme delivery**

25C.53 Owing to the impact of COVID-19 during 2020, the subprogramme postponed the planned establishment of an operations centre simulation training environment at the Regional Service Centre in Entebbe, Uganda, as a result of restrictions on the travel of passengers and the transport of cargo.

25C.54 At the same time, from the outset of the pandemic, the subprogramme supported the work of the Organization and its personnel with regard to working remotely, as it had the appropriate enterprise tools and systems in place and the capacity to scale up to the required levels. This enabled the Secretariat workforce to effectively transition in a short number of weeks in March 2020 to primarily remote working in many duty stations. This also enabled the Organization to continue mandate implementation globally by facilitating communication and collaboration. To continue to support meetings of intergovernmental bodies, the subprogramme transitioned to a new model, facilitating complex meetings with both full remote participation and hybrid in-person and remote participation.

### **Planned results for 2022**

25C.55 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: technology towards a connected United Nations<sup>36</sup>**

#### **Programme performance in 2020**

25C.56 During 2020, the subprogramme delivered fit-for-purpose ICT infrastructure and platforms that allowed the Organization to connect, collaborate and communicate. The rapid move to remote working in many duty stations due to COVID-19 starkly highlighted the criticality of ICT to the ability of the United Nations to function. The strategic decisions, including the move to the cloud and the global deployment of the Unite Mail and Unite Workspace suite of collaboration and

<sup>36</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29C)).

communication tools, completed in September 2019, were critical to enabling the Secretariat to transition to a digital workforce.

25C.57 The above-mentioned work contributed to increased customer satisfaction with Unite Service Desk services, resulting in a customer satisfaction level of 94 per cent, which exceeded the planned target of 85 per cent customer satisfaction reflected in the proposed programme budget for 2020, and phase 2 of the Unite Workspace project migrated a large volume of United Nations files from local infrastructure in duty stations to centrally managed locations, providing remote access to the files.

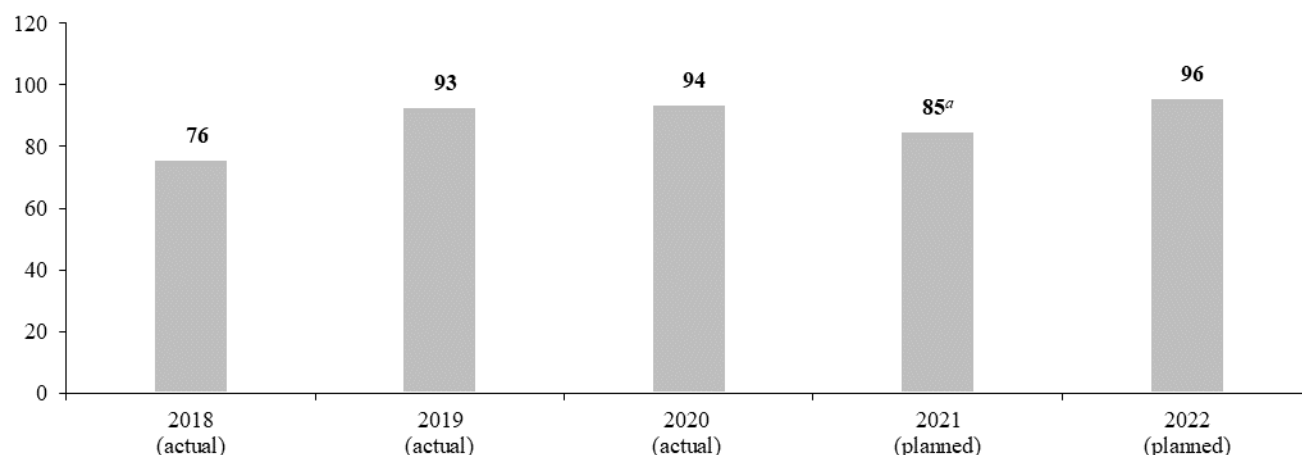
### **Proposed programme plan for 2022**

25C.58 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 pursue enhancements to the collaboration and communication platforms, such as seamless sharing of complex files, collaboration in real time and integration with the telephony system, which will result in increased customer satisfaction. The expected progress is presented in the performance measure below (see figure 25C.II).

Figure 25C.II

#### **Performance measure: customer satisfaction with services delivered**

(Percentage)



<sup>a</sup> 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: improved collaboration<sup>37</sup>**

#### **Programme performance in 2020**

25C.59 The subprogramme's implementation of Unite Workspace phase 2 delivered a suite of collaborative tools to more than 56,000 users globally, and migrated locally stored files to the cloud so that they are now accessible from each end-user device, including mobile devices. The Unite Service Desk revised its catalogue and provided global support for these new solutions. Furthermore, the subprogramme continued the delivery of business intelligence products, allowing staff to produce their own dashboards, thereby facilitating decentralized and local decision-making.

<sup>37</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29C)).

25C.60 Following the transfer of the resident coordinator system to the Secretariat, the subprogramme has focused on supporting greater interoperability between the Secretariat and the agencies, funds and programmes of the United Nations system. Technical solutions are being implemented in a phased manner to enable business-to-business connections among entities, allowing the personnel of United Nations system organizations to gain access to the information services and collaboration platforms of other organizations of the United Nations system. To date, approximately 105,000 staff members from United Nations system organizations and affiliates have been provided access to Secretariat collaboration and file-sharing platforms. This has enabled broad collaboration across the United Nations common system, increasing client satisfaction with services provided by the subprogramme.

25C.61 The above-mentioned work contributed to clients having access to real-time solutions, including the new collaborative tools, to resolve their own issues quickly, which met the planned target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25C.62 The subprogramme will continue the work related to the planned result, in line with its mandate. While the subprogramme will continue the delivery of collaboration and communication platforms and self-service analytical tools to the Secretariat, access to these platforms and tools will be provided progressively to other United Nations system organizations in the context of the Data Strategy of the Secretary-General (see table 25C.7).

Table 25C.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
The continuous focus on efficiency and automation decreased the resolution time by 66 per cent for all supported applications; for Umoja, Inspira and Unite Mail, which account for 69 per cent of the service requests, the average resolution time was just three hours	Unite Service Desk consolidated further tier 1 service desks; resolution time decreased by more than 50 per cent; and Unite Service Desk achieved an all-time high average customer satisfaction rate of 93 per cent	Clients have access to real time solutions, including the new collaborative tools, to resolve issues quickly	The continual deployment of new software and development of more functionalities within the client portal will improve the client experience and reduce resolution time	Clients have improved access to real-time solutions and collaboration tools, including use of artificial intelligence and machine-learning methods

<sup>a</sup> 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: enhanced situational awareness for decision makers

#### Proposed programme plan for 2022

25C.63 The subprogramme successfully completed piloting Unite Aware in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) at the end of 2019. Unite Aware is a technology platform designed to provide a coherent and comprehensive approach to situational

awareness and information analysis for United Nations peace operations. The Unite Aware platform standardizes the technologies used to collect and manage a broad range of data and information sources in a secure manner and then presents that information to non-uniformed and uniformed decision makers by means of visualization, reporting and analysis instruments. The holistic approach taken has delivered a coherent and intuitive technology platform and associated processes.

*Lessons learned and planned change*

25C.64 The lesson for the subprogramme resulting from the pilot was the need for a learning platform to support the roll-out and ongoing acceptance of Unite Aware. A diverse user group that included uniformed personnel who regularly rotate highlighted the need for readily available training for incoming staff. In applying the lesson, the subprogramme will modularize online learning to allow new users to learn the areas related to their work during predeployment and the early stages of deployment. Incorporating the learning component as an integral part of the Unite Aware platform will effectively introduce new users to the platform and ensure its overall sustainability.

*Expected progress towards the attainment of the objective, and performance measure*

25C.65 This work is expected to contribute to the objective, as demonstrated by the fact that Unite Aware is already fully operational in MINUSCA. The subprogramme is expected to increase the availability of the Unite Aware technology platform to more peace operations (see table 25C.8).

Table 25C.8  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	MINUSCA pilot of Unite Aware platform	Availability of Unite Aware platform in MINUSCA	Availability of Unite Aware platform to 2 additional peace operations	Availability of Unite Aware platform to 4 additional peace operations

**Deliverables**

25C.66 Table 25C.9 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 25C.9  
**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Conference and secretariat services for meetings (number of three-hour meetings)	32 460	29 879	33 434	33 251
Meetings of intergovernmental and expert bodies at Headquarters	32 460	29 879	33 434	33 251
<b>E. Enabling deliverables</b>				
Information and communications technology: hardware and infrastructure, and software and applications.				



## **Subprogramme 3 Enterprise solutions**

### **Objective**

25C.67 The objective, to which this subprogramme contributes, is to ensure effective and efficient implementation of the mandates of Secretariat entities.

### **Strategy**

25C.68 To contribute to the objective, the subprogramme will continue to develop and maintain technical solutions that support mandate delivery by Secretariat entities. In this context, the subprogramme will enhance identity management by leveraging cloud technology, implement application integration by electronic data exchanges, upgrade service management solutions, enhance talent management and manage the United Nations safety and security information systems. The subprogramme will also continue to work with Umoja and peacekeeping missions on uniformed capabilities management solutions. It will further contribute to the development pillar of the Secretary-General's reform initiative by providing information technology solutions to support mandate delivery by substantive departments and offices, and will support public website content management and knowledge management solutions as well as deploy and support collaboration and communication tools and services.

25C.69 The above-mentioned work is expected to result in:

- (a) Users enabled to operate applications and equipment with one single identity;
- (b) Further automation of administrative support processes;
- (c) Faster recruitment and onboarding of personnel;
- (d) Increased availability of information for professional security officers to perform their duties of protecting United Nations personnel across the United Nations system;
- (e) More timely reimbursements to troop- and police-contributing countries;
- (f) Facilitation of contributions to the Sustainable Development Goals through technology solutions, as articulated by programmatic mandates;
- (g) Improved information-sharing between and among the Organization's stakeholders, including enhanced coordination and cooperation within and across the Secretariat and the broader United Nations system.

### **Programme performance in 2020**

25C.70 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Timely information on COVID-19 available to United Nations medical personnel**

25C.71 In response to the outbreak of the COVID-19 pandemic, the subprogramme developed a centralized COVID-19 data hub accessible to medical personnel of the United Nations system that provides daily situation reporting of confirmed cases across the Organization worldwide. This facilitated the work of United Nations medical services and decision-making by senior management of the

entities concerned, supporting mandate delivery and response coordination. While the data hub is available across the United Nations system, access is open only to a very limited and controlled number of medical personnel because of the strictly confidential nature of medical data.

*Progress towards the attainment of the objective, and performance measure*

25C.72 The above-mentioned work contributed to the objective, as demonstrated by the timely provision of an information technology solution for the United Nations system (see table 25C.10).

Table 25C.10

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	26 medical focal points have access to daily situation reporting of confirmed COVID-19 cases

**Impact of COVID-19 on subprogramme delivery**

25C.73 Owing to the impact of COVID-19 during 2020, the subprogramme experienced delays in the planned completion of some deliverables, leading to the suspension of some on-site training and delayed deployment of a number of programmatic support solutions to users, such as mobile applications for logistics support. The pandemic also caused delays to the Wayfinder proof of concept, which is intended to offer accessible indoor navigation solutions to persons with disabilities. These delays were due to travel restrictions affecting the project team and reduced access to the installation sites at the United Nations Headquarters complex.

25C.74 At the same time, however, the subprogramme identified new activities related to the COVID-19 pandemic, within the overall scope of its objectives, namely the COVID-19 data hub for the United Nations system that provides daily situation reporting of confirmed cases among United Nations personnel worldwide, thereby supporting the work of the Organization's medical services and decision-making by senior management. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

25C.75 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: global access to applications, anywhere, anytime<sup>38</sup>**

**Programme performance in 2020**

25C.76 The subprogramme has improved information-sharing and online collaboration between personnel, enabling a flexible and responsive global workforce and improving staff productivity and effectiveness. In particular, the subprogramme completed the development of the electronic Committee on Contracts to support the

<sup>38</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29C)).

delegation of authority in procurement across all duty stations and deployed the second phase of uniformed capabilities management to facilitate timely processing of reimbursement to troop- and police-contributing countries. The subprogramme also deployed the second phase of the enterprise knowledge gateway, with a chatbot, questions and answers, and full-text search capability extended across the Department of Peace Operations policy and practice database on official guidance and best practices in the areas of conflict prevention, electoral assistance, mediation, sustaining peace and the police, among others. Furthermore, the subprogramme built a service portal for the United Nations Office at Nairobi, enabling information-sharing and transparency on administrative services provided by the Office to agencies, funds and programmes.

25C.77 The above-mentioned work contributed to a 70 per cent increase to 16,000 personnel actively using collaboration and communication tools in December 2020, from a baseline of 9,400 users in March 2020, and an increase of 23 solutions accessible from any location on multiple devices, which met the planned target of a higher percentage of staff actively using collaboration and communication tools and a greater number of solutions accessible from any location on multiple devices reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

25C.78 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 shared enterprise solutions that are built on standard platforms and are compliant with enterprise security and architecture requirements for secure access to information, online collaboration and communication between personnel from any location at any time, and will review highly customized enterprise solutions for migration to modern technology standards. The expected progress is presented in the performance measure below (see table 25C.11).

Table 25C.11  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Few staff have access to collaboration and communication tools	More staff actively use collaboration and communication tools	70 per cent increase to 16,000 personnel actively using collaboration and communication tools  23 additional solutions accessible from any location on multiple devices	Online collaboration and communication tools are used by personnel while working remotely or travelling on official business, and for online meetings	Increased and widespread utilization of online collaboration and communication tools

<sup>a</sup> 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: United Nations partners to collaborate with the Organization on any device from any location<sup>39</sup>****Programme performance in 2020**

25C.79 The subprogramme has developed a sophisticated system to extend access to shared systems to United Nations partner entities, governmental and non-governmental organizations and academic and research institutions, among others. Once access is granted by authorized personnel, secure and seamless online collaboration is enabled between the Secretariat and United Nations partners from any device and any location. For example, the subprogramme collaborated with the Umoja project team to register external partners on two portals for Member States, namely the Umoja contributions and budget planning portals. The subprogramme also enriched the functionality of the electronic travel advisory application to allow location service and headcounts of United Nations personnel, including the agencies, funds and programmes, in risk management areas. Furthermore, the subprogramme carried out several enhancements to the verification module of Inspira, including making it mobile compatible, for use by the agencies, funds and programmes to check the references of candidates recommended for selection.

25C.80 The above-mentioned work contributed to enabling the collaboration of the Secretariat with 5,396 active United Nations external partner accounts, exceeding the target of 3,676 reflected in the proposed programme budget for 2021.

**Proposed programme plan for 2022**

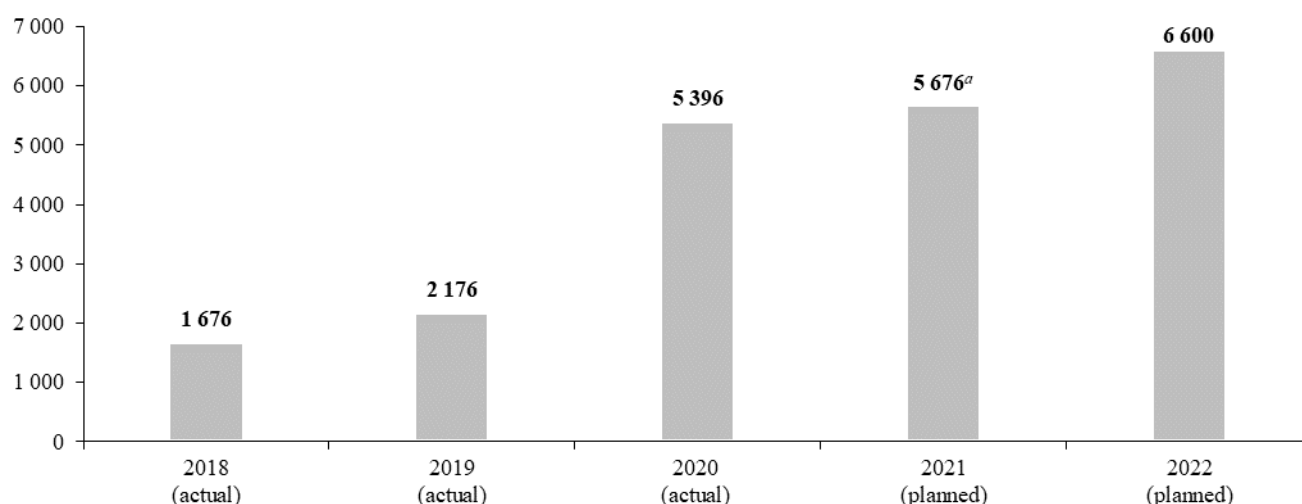
25C.81 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will maintain and support partner registration for access to United Nations tools and applications. Since a large number of registrations were already established in 2020, precipitated by the necessity of remote working due to the pandemic, the number of external partners is expected to increase at a slower pace or remain stable over the coming years. The expected progress is presented in the performance measure below (see figure 25C.III).

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<sup>39</sup> As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 29C\)](#)).

Figure 25C.III

**Performance measure: total number of external accounts of authorized United Nations partners (cumulative)**



<sup>a</sup> 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: timely custom information technology solutions for mandate delivery**

#### **Proposed programme plan for 2022**

25C.82 Mandate delivery by substantive entities is facilitated by information technology solutions that are developed by the subprogramme. Examples of past projects include a United Nations Environment Programme virtual reality application to demonstrate the volume and impact of carbon emissions; a United Nations Office for Disaster Risk Reduction solution for partnerships at the local, national, regional and global levels to support the implementation of disaster risk reduction strategies and plans; and the Economic and Social Commission for Asia and the Pacific Sustainable Development Goals helpdesk as a one-stop online service providing access to Goal-related tools, knowledge products, data portals, expertise, advice and opportunities for peer-learning and regional South-South cooperation through thematic areas, covering a multitude of topics.

#### *Lessons learned and planned change*

25C.83 The lesson for the subprogramme was related to the surge capacity of ICT resources for timely implementation of past projects. Although the Office of Information and Communications Technology serves as the technology supplier, it does not control if or when projects needed by client offices start, since they depend on the prioritization and availability of funding determined by the substantive offices concerned. In applying the lesson, the subprogramme will combine available internal capacity with on-demand contractual services, striking the right balance between surge capacity and preserving essential project knowledge in-house.

#### *Expected progress towards the attainment of the objective, and performance measure*

25C.84 This work is expected to contribute to the objective, as demonstrated by Secretariat entities' access to additional information technology solutions to support the programmatic mandates of the Secretariat (see table 25C.12).

Table 25C.12  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
—	—	Technology Facilitation Mechanism in use by the Department of Economic and Social Affairs  FeedUP@UN in use by the Economic Commission for Europe  Fourth edition of Sendai Framework monitoring solution in use by the United Nations Office for Disaster Risk Reduction	Three additional information technology solutions available to support mandate delivery by Secretariat entities	Three additional information technology solutions available to support mandate delivery by Secretariat entities

## Deliverables

25C.85 Table 25C.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 25C.13  
Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

### Category and subcategory

#### E. Enabling deliverables

**Information and communications technology:** implementation and support for content management, communications and collaboration solutions provided to all Secretariat personnel and external partners; ongoing development and support for the enterprise web management platform (Unite Web), including security and standards compliance, used by Secretariat entities, field missions and permanent missions; enterprise talent and performance management solutions for around 55,000 users; integration with more than 30 applications; Umoja support, including uniformed capabilities management; support for service management solutions for approximately 10,000 users; safety and security solutions for about 40,000 users; specific programmatic solutions for peace and security to facilitate management of time and attendance for military and United Nations police personnel, sexual exploitation and abuse incident reporting and misconduct case tracking; and Technology Facilitation Mechanism, food loss and waste management and Sendai Framework monitoring solutions for the Sustainable Development Goals.

## **Section 29E**

### **Administration, Geneva**

#### **Overall orientation**

##### **Mandates and background**

25E.1 The United Nations Office at Geneva was established in 1947 pursuant to General Assembly resolution 24 (I) and successive resolutions of the Assembly. The Office is responsible for providing administrative and support services to entities in Geneva and their field offices, in accordance with policies, procedures and practices established by the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. The Office is also responsible for providing support services to the intergovernmental processes of the Organization in line with its role as a major conference centre for international diplomacy; providing building management and engineering services, including space planning, allocation of offices and maintenance of a register of land and properties in Geneva that belong to the United Nations; providing technical conference support services as well as information and communications technology (ICT) infrastructure; and providing library and knowledge management services in support of the implementation of the mandated programmes and activities of the Secretariat.

##### **Strategy and external factors for 2022**

25E.2 The Office will continue to provide administrative and support services, including direction and coordination in human resources management, financial resources management, information and communications technology, central support services and library services at the United Nations Office at Geneva, including the management and utilization of United Nations premises and the coordination of human resources, finance and administrative policies with other Geneva-based organizations. The Office will carry out and monitor the implementation of policy and other functions related to the management of human resources, finance and budget, information and communications technology and central support services, as determined by the Under-Secretary-General for Management Strategy, Policy and Compliance. It will provide financial, budgetary and accounting services, as well as guidance and advice, in accordance with the Financial Regulations and Rules of the United Nations and relevant standards. In addition, the Office manages the human resources requirements of the United Nations offices in Geneva, including by providing guidance and advice, staff development and learning services, career support and counselling, staff welfare activities, medico-administrative services and human resources legal advisory services.

25E.3 The Office provides administrative and support services for United Nations meetings held in Geneva and for specialized agencies and provides procurement, commercial activities, transportation, travel and other central support services. It also provides regional ICT services and library, records and archives, and knowledge management services in support of the implementation of the mandated programmes and activities of the Secretariat. The Office further ensures proper coordination and implementation of the recommendations of oversight bodies at the Office as well as the business continuity of administrative support for other entities in Geneva in emergency cases.

25E.4 Implementation of the strategic heritage plan of the United Nations Office at Geneva progressed steadily, with the aim of striving for the highest standards with

regard to accessibility and the elimination of barriers, while preserving the principles of the original design and the historical features of the existing buildings. However, progress was slower than anticipated owing to the enforcement of health and sanitary measures related to the coronavirus disease (COVID-19) pandemic at the work site. Physical renovation works at the historic buildings of the Palais des Nations began in January 2021 and are projected to continue until 2024, while occupancy of the new building H will begin in April/May 2021; additional parts of the historic Palais that are to be renovated will be vacated. The progressive implementation of the strategic heritage plan is presenting the staff of the Office with a broad range of significant challenges ranging from commissioning and assuming responsibility for the operation of the new building H to sequential decommissioning of parts of the historic Palais building complex and the management of swing space and related issues as staff move into and out of temporary space. To ensure a smooth transition, change management initiatives are under way to attune staff to flexible workspace strategies, accelerate the move from paper to electronic storage and refine the management of flexible working arrangements, among other activities. A temporary conference facility to ensure business continuity during the renovation period was built and became operational in 2020 and a number of existing conference rooms are being modified to enable remote and hybrid conference operations, including with interpretation.

25E.5 In 2022, the Office will concentrate its efforts on providing continued and uninterrupted services to clients, irrespective of the challenges encountered during the period of renovations and construction. This will include enhancing the role of its Client Support Centre and continuing to expand the range of services offered, including online services. The Office will also continue to pursue innovative ways to support clients, including by providing services in an agile manner; enabling technologically advanced e-services and enhanced audiovisual technology capabilities; and supporting on short notice special high-level negotiations organized by special political missions (related to, for example, Libya, the Syrian Arab Republic or Yemen), fact-finding panels and other mandated activities and ad hoc requests. Client board meetings will also continue to be held regularly in 2022 to promote an open, transparent and collaborative approach to service delivery, and adherence to evolving key performance indicators will continue to be monitored closely.

25E.6 For 2022, the Office's planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by clients. Such planned deliverables and activities include continuing to lead the coordination with the host country, the French authorities, Member States and international organizations in Geneva on the response to the pandemic in support of the Director-General; the provision of support to staff and clients, including human resources and medical support, mental health support and online client support; the implementation of protective measures to ensure a safe environment for personnel and clients; a focus on keeping all United Nations staff in Geneva informed about the latest developments and the Office's response to them; dedication to the safe servicing of meetings and conferences and provision of online service offerings where feasible.

25E.7 To further inter-agency coordination and liaison, the Office collaborates with other Geneva-based United Nations system organizations and international governmental organizations, coordinating the Common Procurement Activities Group and the work related to the common system. The Office, in its role as the provider of secretariat services to the Common Procurement Activities Group, will continue to coordinate and expand the activities of the Group, combining the major procurement activities of its 20 Geneva-based members. Administrative and support services are also provided by the Office to support United Nations funds and programmes, specialized agencies and other organizations of the United Nations common system on a reimbursable basis. The Office will also continue to digitize and preserve the



archives and official documents of the United Nations in collaboration with other United Nations libraries.

25E.8 With regard to external factors, the overall plan for 2022 is based on the planning assumption that extrabudgetary resources for services provided by the United Nations Office at Geneva will continue to be available to client offices.

25E.9 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 have a further 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.

25E.10 The Office continues to integrate a gender perspective in its operational activities, deliverables and results, as appropriate. It will contribute to reaching gender parity, in line with the Secretary-General's system-wide strategy on gender parity, by keeping hiring managers and human resources focal points in client entities informed of the impact of selection decisions through consultations and briefings. The Human Resources Management Service provides advice to client offices on how to conduct targeted outreach and disseminate job openings through established human resources networks. In addition, the Office regularly participates in outreach events, international career fairs and briefings to promote career opportunities in the United Nations, with a view to improving geographical representation and gender balance in the Organization.

25E.11 In line with the United Nations Disability Inclusion Strategy, the Office established a disability inclusion team with representatives from all divisions and services and launched its action plan for 2020–2021 to help to drive local-level implementation of the Strategy. Significant progress was made in 2020 towards achieving the goals set out in the action plan, including the adoption of remote participation tools for meetings and events; the development of new approaches to incorporate live captioning and sign-language interpretation from remote locations into hybrid and virtual meetings; and the creation of an iSeek toolkit for the inclusion of persons with disabilities. This work will continue in 2022.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

25E.12 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. This impact included delays in construction and maintenance activities in order to comply with strict COVID-19 health and safety regulations; delays in implementing non-emergency updates and upgrades to existing information technology systems and postponement of several information technology-related projects; cancellation of training courses and postponement of training course development; and postponement of workshops and activities across many subprogrammes and cancellation of all in-person workshops and activities. Specific examples of the impact are provided under all subprogrammes. The postponement of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 3, 4 and 5.

25E.13 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 clients on issues emerging during the COVID-19 pandemic. These modifications and new activities included implementing alternative working arrangements and providing support to personnel to work effectively remotely; providing staff and clients with human

resources support, medical support, mental health support and online client support; ensuring that staff, clients and Member States were well informed through numerous communication channels; using guidance from the host country and the World Health Organization (WHO) to develop and implement a plan for the safe return to the Palais des Nations premises; offering virtual and hybrid meeting and conference support in addition to in-person meetings; and modifying numerous service offerings so that they could be delivered online. Specific examples of these modified and new activities are provided under all subprogrammes. The modified deliverables and activities contributed to results in 2020, as described in the programme performance under subprogrammes 2, 3 and 4.

25E.14 Reflecting the importance of continuous improvement and responding to the evolving needs of client offices, the Office 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 lessons learned include the importance of the continuation of virtual meetings and online training and servicing modalities to allow for wider participation by staff and clients. Through a realignment of resources during the pandemic, it was possible in 2020 to accommodate a limited number of hybrid meetings with interpretation that had not previously been mandated or resourced. With regard to future planning of intergovernmental meetings, a hybrid meeting format with remote interpretation can be accommodated, subject to available funding. This would allow for business continuity during times of uncertainty and wider participation by those representatives of Member States unable to travel, while also maintaining critical meeting functions and face-to-face interaction for effective negotiations.

## Legislative mandates

25E.15 The list below provides all mandates entrusted to the programme.

### General Assembly resolutions

24 (I)	Transfer of certain functions, activities and assets of the League of Nations	75/253	Special subjects relating to the proposed programme budget for 2021
72/303	Progress towards an accountability system in the United Nations Secretariat		

## Deliverables

25E.16 Table 25E.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25E.1

### Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

## **Evaluation activities**

25E.17 An evaluation of the provision of support through the Client Support Centre – both virtual and in-person support (cutting across four subprogrammes) – is planned for 2022.

## **Programme of work**

### **Subprogramme 1**

#### **Programme planning, finance and budget**

### **Objective**

25E.18 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

### **Strategy**

25E.19 To contribute to the objective, the subprogramme will continue to strengthen the monitoring of budget implementation, reporting, financial management and accounts control by coordinating with Headquarters and providing timely advice to client entities with regard to financial management. The subprogramme will continue to provide assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters. The subprogramme will also, in line with the objective, ensure efficient financial and administrative procedures and effective budget implementation; strengthen internal financial controls and streamline financial procedures and guidelines; regularly review workflow procedures to identify ways to achieve a faster and more efficient client response; monitor the implementation of oversight bodies' recommendations; and ensure strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations.

25E.20 The above-mentioned work is expected to result in improved integrity of financial data and enhanced overall management of programme budget and extrabudgetary resources.

## **Programme performance in 2020**

25E.21 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **New disarmament dashboard improved financial visibility for Member States**

25E.22 The subprogramme serves four Geneva-based disarmament conventions with regard to financial matters. In recent years, Member States have expressed the desire to have clear, visible access to disarmament-related financial data, in particular contribution statuses and current outstanding amounts. In 2018, the subprogramme began sharing monthly contribution reports in Word format. The reports were acknowledged as a significant step forward; however, Member States did not find the format user-friendly and there were still additional unmet needs.

25E.23 In 2019, the subprogramme organized needs-assessment workshops with the Geneva branch of the Office for Disarmament Affairs to better understand user requirements; it then collaborated with information technology developers to create an online disarmament dashboard. The new dashboard displays financial information relating to the Geneva-based disarmament conventions through an easy-to-read and user-friendly interface. The dashboard is accessible to all States parties to the disarmament conventions in question and provides a transparent view of outstanding receivables per convention per State, collection rates, the timing of the payments, the level of expenditures compared with the approved cost estimates, and the status of working capital funds. The disarmament dashboard was presented to States parties in March 2020. Additional feedback was collected and the tool was further enhanced.

*Progress towards the attainment of the objective, and performance measure*

25E.24 The above-mentioned work contributed to the objective, as demonstrated by the greater transparency and availability of data on payments and expenditures relating to the Geneva-based disarmament conventions (see table 25E.2).

Table 25E.2  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
Disarmament-related financial data available in Word format	Disarmament-related financial data available in Word format	Greater transparency and availability of data on payments and expenditures relating to the Geneva-based disarmament conventions

**Impact of COVID-19 on subprogramme delivery**

25E.25 Owing to the impact of COVID-19 during 2020, the subprogramme took longer to complete certain scheduled activities because of a loss of efficiency resulting from the substitution of virtual collaboration for in-person meetings, discussions and problem-solving.

25E.26 At the same time, the subprogramme identified new activities to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely by working together with other subprogrammes and departments to ensure funding for the continuation of multilingual meetings and conferences. The subprogramme developed financial forecasting tools to help to estimate and control the cost of interpretation platforms for hybrid meetings of the secretariats of intergovernmental bodies. The forecasting tools quickly highlighted the most affordable hybrid meeting options, saving significant time during the decision-making process.

**Planned results for 2022**

25E.27 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

## Result 1: transforming the finance function under a new management paradigm<sup>40</sup>

### Programme performance in 2020

25E.28 In 2020, the subprogramme worked on updating the existing risk register, using the latest tools and corporate guidance issued by Headquarters. Interviews were held with 22 stakeholders. The final risk register, issued at the end of 2020, includes 13 risks at the service level that are considered high or very high. Several of these risks directly impact the services that the subprogramme provides to clients. For example, there is a need to ensure that the subprogramme service portfolio offerings remain relevant to the needs of clients; that the subprogramme provides the innovative solutions necessary to meet client expectations; that cybersecurity is adequate to provide stable financial services to clients; and that subprogramme staff have the skills required to meet future client needs. A local enterprise risk management committee was also established to review the risk register twice a year. In parallel, the subprogramme completed the preparatory work for the issuance of the first statement of internal controls, with the finalization of the risk control matrices and the remediation action plans to mitigate identified gaps in controls.

25E.29 The above-mentioned work contributed to having a full risk and internal control system in use, which met the planned target reflected in the proposed programme budget for 2020. In addition, the subprogramme had no significant adverse audit findings with respect to the preparation of volume I of the financial statements in relation to the Office.

### Proposed programme plan for 2022

25E.30 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will ensure that the enterprise risk management committee meets at least twice a year to update the risk register and follow up on the implementation of the risk mitigation action plans. The subprogramme also plans to enter the risk mitigation action plans into the risk management dashboard to more effectively monitor these elements. The expected progress is presented in the performance measure below (see table 25E.3).

Table 25E.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Monitoring driven by monthly accounts monitoring dashboard	Monitoring informed by a financial risk catalogue tailored to the Office	Full risk and internal control system in use	Internal control system reviewed and monitored for efficiency and effectiveness	Improved quality of services available to clients through risk mitigation action plans and a risk management dashboard

<sup>a</sup> 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.

<sup>40</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29E)).

## Result 2: improving staff payroll<sup>41</sup>

### Programme performance in 2020

25E.31 The subprogramme has made significant progress in developing the proposed payroll verification system, which uses business intelligence tools to automatically extract payroll data from Umoja and identify and highlight those items that require further analysis and investigation. As at the end of 2020, the system is 70 per cent complete.

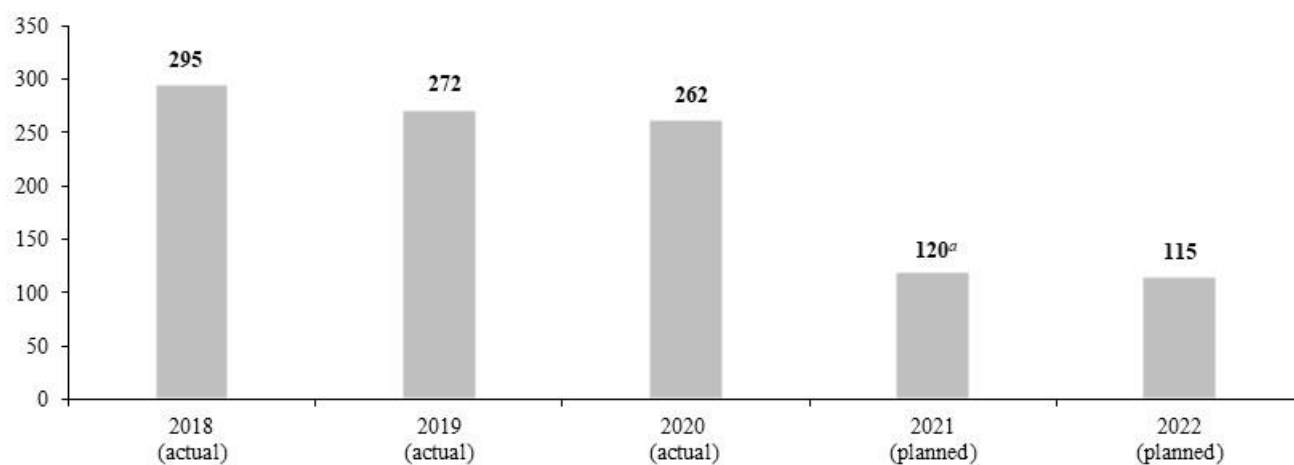
25E.32 The above-mentioned work contributed to reducing the average number of monthly payroll exclusions to 262, which did not meet the planned target of 150 reflected in the proposed programme budget for 2021. The period of two to three months of pilot testing of the tool originally planned for the third quarter of 2020 is now planned for the second quarter of 2021 owing to staffing shortages related to the liquidity constraints. The pilot will involve running the current manual process in parallel with the new system and then comparing results. This will enable the subprogramme to identify any bugs in the system and also to learn from the new system, incorporating early lessons learned into current day-to-day work.

### Proposed programme plan for 2022

25E.33 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 use and learn from the new tool and reduce the average number of payroll exclusions over the years to come. The expected progress is presented in the performance measure below (see figure 25E.I).

Figure 25E.I

**Performance measure: average number of monthly payroll exclusions**



<sup>a</sup> 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.

<sup>41</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29E)).

**Result 3: improved oversight and visibility of risk management practices through monitoring of the implementation of the statement of internal controls and risk treatments**

**Proposed programme plan for 2022**

25E.34 The Office participates in audits to improve the governance, risk management and internal control processes underlying the services provided to clients. To ensure that external and internal audit recommendations are implemented within agreed timelines, it is critical to closely monitor their progress. To assist with that effort, the subprogramme has created a risk management dashboard. The dashboard lists all audit recommendations from the Board of Auditors and the Office of Internal Oversight Services (OIOS) and tracks the progress of implementation. Information provided through the dashboard includes the recommendations, their status and estimated completion dates and the departments responsible.

*Lessons learned and planned change*

25E.35 The lesson for the subprogramme was that monitoring the implementation plans for the audit recommendations alone was not enough. To completely fulfil its obligations while striving to improve the quality of its client services, the subprogramme will also need to monitor and mitigate the risks identified through the statement of internal controls and enterprise risk management. Both of these vehicles cover important areas that have a direct impact on the services provided to clients. For example, the statement of internal controls monitors controls such as ensuring that client vendor payments are made on time, that staff are paid on time, that client and donor reporting is accurate and in accordance with agreed standards and that client billing and cost recovery processes are fair and managed properly. Actions related to enterprise risk management include ensuring that staff have the skills to meet the future needs of clients, that the technology underlying client financial services is secure from cyberattacks and that client service offerings remain relevant and aligned with future client requirements. In applying the lesson, the subprogramme will upgrade the current dashboard to include the statement of internal controls and enterprise risk management categories and train the Office's managers to monitor current treatment plans and related actions through the dashboard.

*Expected progress towards the attainment of the objective, and performance measure*

25E.36 This work is expected to contribute to the objective, as demonstrated by the improved oversight and visibility of risk management through unified monitoring of risks and treatments and a more Organization-centric risk management perspective on the part of managers (see table 25E.4).

**Table 25E.4**  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Endorsement of project scope and system requirements to build the risk management dashboard	Managers have access to a bespoke risk management dashboard to monitor OIOS and Board of Auditors recommendations	Risk control matrices inform a uniform approach to treating risks	Strengthened Organization-wide risk management system and risk management dashboard capturing a wider array of risks and	• Improved oversight and visibility of risk management through unified monitoring of risks and treatments

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
			treatments, including client services	• Managers have a more Organization-centric risk management perspective

## Legislative mandates

25E.37 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	75/242	Financial reports and audited financial statements, and reports of the Board of Auditors
42/211	Implementation of General Assembly resolution 41/213	75/243 75/252	Programme planning Questions relating to the proposed programme budget for 2021

## Deliverables

25E.38 Table 25E.5 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 25E.5

### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

#### Category and subcategory

#### E. Enabling deliverables

**Administration:** financial management, including risk management and internal control, preparation and implementation of budgets and other resource proposals; management of 670 posts across regular budget and extrabudgetary funding sources (creation, extension, abolition and funding for both short-term and longer-term positions); financial reporting and accounting; cash and revenue management; management of service arrangements with almost 50 client entities, including quarterly cost recovery billing across more than 120 service lines; processing of payroll for about 7,500 staff members across the globe per month and over 275,300 payments and disbursements annually; provision of guidance and advice on all financial matters; provision of medical insurance to over 32,000 staff, retirees and dependants all over the world; administration of compensation claims; implementation and management of client service board meetings (quarterly).

## Subprogramme 2 Human resources management

### Objective

25E.39 The objective, to which this subprogramme contributes, is to ensure a competent, diverse, adaptable and healthy workforce, to advance the highest standards of efficiency, competence and integrity and to ensure resilient organizational change.



## Strategy

25E.40 To contribute to the objective, the subprogramme will continue to support the acquisition and development of talent and to reinforce an enabling work environment. In addition, the subprogramme will reinforce its advisory role, develop internal human resources analytics capabilities and dedicate specific attention to staff welfare and mental health to more effectively support clients.

25E.41 The subprogramme will also continue to provide learning and development activities. Special emphasis will be placed on multilingualism and targeted human resources activities, such as training sessions and briefings that champion organizational performance management, drive organizational change, foster innovation and flexibility, provide support to staff to help them to navigate workplace changes and create a harmonious workplace. The subprogramme will also continue to collaborate with the Library at the United Nations Office at Geneva to generate new opportunities for learning and knowledge exchange through the Knowledge and Learning Commons.

25E.42 The subprogramme plans to continue some of the important COVID-19-related initiatives started in 2020. At the crisis management level, the subprogramme will continue to work with the human resources subnetwork of the Security Management Team to ensure a coherent approach to upcoming COVID-19-related plans.

25E.43 The above-mentioned work is expected to result in:

- (a) High client satisfaction with the advice and support provided;
- (b) Increased motivation and capacity of client staff to successfully navigate workplace changes, embrace innovation and adopt new ways of working;
- (c) Increased capacity of clients' teams to work in a more agile and flexible manner;
- (d) Increased understanding of the existing mechanisms to address improper conduct;
- (e) The continued ability of clients and Member States to carry out their work efficiently and effectively, while feeling fully supported in a challenging environment, regardless of their location.

## Programme performance in 2020

25E.44 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Improved staff motivation during the COVID-19 pandemic

25E.45 To help staff to remain engaged during the COVID-19 pandemic, the subprogramme adopted a three-pronged strategy encompassing communications, staff welfare and well-being, and the provision of remote access to key human resources services.

25E.46 Regarding communications, the subprogramme provided client staff with continued updates on how the Organization was tackling COVID-19. It issued more than 55 COVID-19 broadcast updates from the Director-General; regularly held manager briefings, staff briefings and a back-to-the-office town hall meeting;

established a hotline for staff queries; and produced posters, digital screens, building signage and videos to prepare for the return of staff to the Palais des Nations.

25E.47 Regarding staff welfare and well-being, the subprogramme organized virtual workshops, outreach programmes and virtual meditation sessions, with over 2,500 staff participating. In addition, over 1,300 staff attended individual counselling sessions (about a 35 per cent increase in comparison with the pre-COVID-19 period). Furthermore, the subprogramme encouraged managers to conduct daily online meetings with their teams to maintain a connection to staff. In addition, the subprogramme conducted a staff health and well-being survey in the United Nations Secretariat in Geneva during the pandemic in 2020.

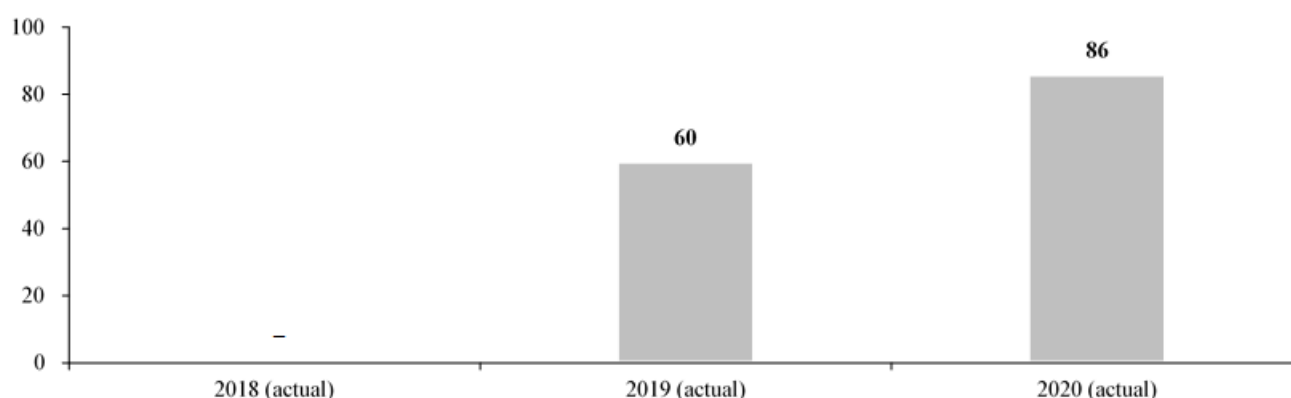
25E.48 Finally, through the virtual Client Support Centre, the subprogramme provided up-to-date COVID-19-related administrative guidance and support, such as to facilitate border-crossing. Client service requests increased by over 50 per cent during the period, with 3,000 enquiries related specifically to border-crossing and visa issues.

*Progress towards the attainment of the objective, and performance measure*

25E.49 The above-mentioned work contributed to the objective, as demonstrated by the fact that 86 per cent of staff reported feeling motivated or energized by their work (see figure 25E.II).

Figure 25E.II

**Performance measure: percentage of staff who reported feeling motivated or energized by their work**



**Impact of COVID-19 on subprogramme delivery**

25E.50 Owing to the impact of COVID-19 during 2020, the subprogramme postponed or cancelled scheduled activities in several areas. Regarding training, the development, design and enhancement of new courses had to be postponed, all in-person training sessions were cancelled, and language classes were adjusted and provided entirely remotely. Regarding the Staff Counsellor's Office, scheduled workshops and planned events were also reprogrammed to focus on resilience-building as well as mental health and well-being.

25E.51 At the same time, however, the subprogramme identified new or slightly modified activities to support its clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives. Regarding medical services, the subprogramme performed contact tracing for confirmed and suspected COVID-19 cases; set up and staffed a 24-hour telephone hotline; ordered, managed and distributed COVID-19-related equipment; implemented a workplace risk assessment

for specific posts as part of the “return to the Palais” strategy; supported the United Nations system medical evacuation (MEDEVAC) platform developed by WHO and implemented by the Medical Coordination Unit for staff members evacuated worldwide; and coordinated with local doctors and hospitals. In addition, the subprogramme developed and implemented a plan to help staff to remain engaged and deliver on their expected results, even under the strains and challenges of COVID-19.

## **Planned results for 2022**

25E.52 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: a healthy workforce for a better world<sup>42</sup>**

#### **Programme performance in 2020**

25E.53 In line with the Office’s return-to-work policy covering a staff member’s return to work following an extended period of absence such as sick leave, the subprogramme implemented individual return-to-work plans for over 20 client staff members. The subprogramme conducted an analysis of each situation and implemented a plan to facilitate the reintegration of staff into the office. Furthermore, the subprogramme continued monthly coordination meetings between medical services and services whose needs and constraints were more specific, in order to ensure a holistic approach. The subprogramme also implemented a procedure to review medical restrictions (such as restrictions on physical training, carriage of firearms, heavy lifting and driving) before allowing security officers to return to work after a period of sick leave. The positive feedback received from services with staff returning to work confirmed that the new procedures had helped staff to return to work smoothly and had supported managers in welcoming staff back to the office. Lessons learned from the experiences of 2020 are being analysed and will be taken into account to improve future return-to-work plans.

25E.54 The above-mentioned work contributed to the full implementation of the return-to-work policy and to positive feedback on individual return-to-work plans, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

25E.55 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 expand the adjusted return-to-work policy to other client offices and will also share the experience and lessons learned with other client entities. Overall, the subprogramme will continue to improve the management of long-term sick leave absences. The expected progress is presented in the performance measure below (see table 25E.6).

<sup>42</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29E)).

Table 25E.6  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Formulation of return-to-work policy and introduction by the working group on staff well-being	Launch of return-to-work policy and augmentation by the working group on staff well-being	<ul style="list-style-type: none"> <li>• Full implementation of return-to-work policy</li> <li>• Positive feedback from the majority of managers on individual return-to-work plans</li> </ul>	Return-to-work policy reviewed and lessons learned taken into account	<ul style="list-style-type: none"> <li>• Adjusted return-to-work policy expanded to other client offices</li> <li>• Experience and lessons learned shared with client departments as a best practice</li> </ul>

<sup>a</sup> 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: innovative approaches to support staff during a changing work environment<sup>43</sup>

### Programme performance in 2020

25E.56 The subprogramme has continued to make progress towards introducing innovative new work approaches such as the huddle technique to support staff in a changing work environment. Building on the success of the pilot project conducted in 2019, the subprogramme continued to train teams on the huddle technique; currently, 17 teams actively participate in daily huddles. The use of huddles throughout the COVID-19 crisis facilitated productivity by maintaining focus on strategic goals and priorities. It also enforced team accountability by ensuring that team members were on task. The subprogramme also delivered a train-the-trainer session to 10 new colleagues at the beginning of 2020 to expand the use of team huddles and share lessons learned.

25E.57 The above-mentioned work contributed to positive feedback from managers and staff of pilot huddle teams and led to the creation of a training-of-trainers session on use of the huddle technique and an increase in the number of teams implementing huddles from 15 to 17, which met the planned target reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25E.58 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 the transition towards a more agile United Nations Office at Geneva through the promotion of modern agility techniques designed to enable flexibility and creativity within teams for the purpose of empowering staff, supporting managers and improving delivery of results. The expected progress is presented in the performance measure below (see table 25E.7).

<sup>43</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29E)).

Table 25E.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Initial pilot teams implement huddle technique as a result of feedback from clients that identify a need to strengthen capacity-building, client focus and support for a more collaborative and flexible work environment and management by results	<ul style="list-style-type: none"> <li>• Positive feedback from managers and staff of pilot huddle teams led to the creation of a training-of-trainers session on use of the huddle technique</li> <li>• Increase in the number of teams implementing huddles from 15 to 17</li> </ul>	Expanded use of huddles and positive feedback from managers and staff on how the use of huddles has supported management by results and leads to a more collaborative and flexible work environment	Positive feedback on training sessions to promote an agile mindset, which are deemed useful for teams in adapting to the new work reality and contribute to improving results

<sup>a</sup> 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: increased civility and respect in the workplace

#### Proposed programme plan for 2022

25E.59 To support the Director-General, the subprogramme developed a strategy to increase client staff trust in existing mechanisms, encourage staff to speak up without fear of retaliation and change the perception among staff that people are not held accountable for unethical behaviour. In 2018, targeted briefing sessions were organized on standards of conduct and ethical values, responsibilities regarding disputes and conflicts, and the importance of a healthy work environment. In 2019, the subprogramme established a stakeholders' group to prevent and tackle harassment. In addition, conduct and discipline focal points were designated to support staff and advise the Director-General regarding prohibited behaviour and misconduct. In 2020, emphasis was placed on training with the launch of the "United to Respect" dialogues to help staff to become more engaged and proactive in establishing and maintaining a harmonious and civil work environment.

#### Lessons learned and planned change

25E.60 The lesson for the subprogramme was that more work needs to be done to help staff to navigate the informal and formal complaint channels available to them, as well as to sensitize them to their responsibilities as bystanders. In applying the lesson, the subprogramme will roll out the "United to Respect" dialogues on a larger scale. The subprogramme will also communicate more broadly on the role of the conduct and discipline focal points, use tracking tools to closely monitor situations of prohibited conduct and ensure that complaints are handled effectively. Finally, the subprogramme will create an informal network of reliable and trained colleagues to whom staff experiencing conflicts can speak and from whom they can obtain useful neutral information and advice.

*Expected progress towards the attainment of the objective, and performance measure*

25E.61 This work is expected to contribute to the objective, as demonstrated by the establishment of an informal network for conflict resolution on a pilot basis and increased staff awareness of the number of reported cases and measures taken to fight harassment and other prohibited conduct (see table 25E.8).

Table 25E.8  
**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Managers received targeted briefing on exercising responsibilities related to disputes and conflicts and promoting a healthy work environment	<ul style="list-style-type: none"> <li>Establishment of a stakeholders' group to prevent and tackle harassment at the United Nations Office at Geneva</li> <li>Increased staff awareness of existing mechanisms and promotion of informal dispute resolution</li> </ul>	<ul style="list-style-type: none"> <li>Launch of "United to Respect" dialogues</li> <li>Designation of two conduct and discipline focal points</li> <li>Implementation of the misconduct tracking system</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of staff who attend the "United to Respect" training</li> <li>Better staff awareness on where to go to get help</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of an informal network for conflict resolution on a pilot basis</li> <li>Increased staff awareness of the number of reported cases and measures taken to fight harassment and other prohibited conduct</li> </ul>

## Legislative mandates

25E.62 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

<a href="#">72/254</a>	Human resources management	<a href="#">75/245</a>	United Nations common system
<a href="#">73/276</a>	Administration of justice at the United Nations		

## Deliverables

25E.63 Table 25E.9 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 25E.9  
**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

### *Category and subcategory*

#### **D. Communication deliverables**

**Outreach programmes, special events and information materials:** job fairs and career presentations to identify prospective candidates for recruitment, including female candidates, from unrepresented and underrepresented Member States and to promote awareness of employment opportunities in the United Nations; health and wellness promotion programmes for workforce serving across more than 20 client entities; knowledge-sharing in the area of human resources.

**E. Enabling deliverables**

**Administration:** talent management and job classification; administration of approximately 3,500 staff contracts; expert advice and guidance on human resources policies, including on the administration and implementation of Staff Regulations and Rules and staff selection system; training on organizational and managerial competencies, substantive and technical skills, language and communications, and career development for more than 9,000 staff members and other participants per year; administration of tests; staff counselling services and psychological support; conduct of staff surveys, including on cost of living and daily subsistence allowance; obtention of 6,700 host country residence permits in liaison with local authorities; occupational health and medico-administrative services for 12,000 client staff in Geneva and field offices, medical consultations and advice, medical emergency preparedness, health and well-being campaigns; learning, career development and performance management.

**Internal justice and oversight:** legal advice in relation to cases of alleged misconduct; act as legal counsel for the Organization before the United Nations Dispute Tribunal; act as respondent on behalf of the Organization in cases brought by staff to the Management Evaluation Unit and the Office of the United Nations Ombudsman and Mediation Services; legal and policy advisory services to more than 20 client entities, including through briefings and ad hoc information sessions for managers on best practices and lessons learned with regard to administration of justice.

### Subprogramme 3 Support services

#### Objective

25E.64 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally responsible and effective functioning of the United Nations Office at Geneva with regard to premises, office and conference facilities management; asset management; travel and transportation; mail and pouch services; procurement; and commercial activities.

#### Strategy

25E.65 To contribute to the objective, the subprogramme will continue to provide services in the areas of facilities management, assistance with conference activities, special events, project management, space management, procurement, contract management, property management, travel, administration of diplomatic privileges, visas, United Nations travel documents, transportation, mail and pouch services, warehousing and sustainable environmental management. The subprogramme will also continue to actively support the implementation of the strategic heritage plan, in particular ensuring that solutions are in place to minimize the impact of any potential disruptions during the renovation of the historic buildings of the Palais des Nations, which began in January 2021 and will continue until 2024, and the operation of the new building H upon its completion and handover in 2021.

25E.66 The subprogramme will continue to provide essential technical conferencing support services for conferences, meetings and events that take place at the Office, including in its annexes, such as the Palais Wilson (consisting of more than 35 conference rooms with capacity ranging from 10 to 2,200 seats per room). New advanced technologies for supporting conferences have emerged in recent years, of which the subprogramme will continue to take full advantage.

25E.67 The subprogramme will also continue to upgrade processes to increase efficiency and strengthen joint procurement services with other United Nations organizations and agencies based in Geneva through the Common Procurement Activities Group.

25E.68 The subprogramme will continue to implement new local and WHO regulations and guidelines; equip meeting and conference rooms with the necessary infrastructure and equipment to support virtual and hybrid meetings, in accordance with available funding; and provide any other assistance as required to ensure a safe and secure Palais des Nations for staff, clients and delegates. In addition, the subprogramme will implement a “smart locker” solution for delivery and collection of mail for its clients. Smart lockers will allow staff greater flexibility in collecting and dropping off mail at their convenience in a secure manner, while also supporting flexible working arrangements.

25E.69 The above-mentioned work is expected to result in:

- (a) Greater efficiency of support services provided to the Office and its client entities, in particular during the strategic heritage plan construction and renovation works;
- (b) Modern, quality conference support services, including during strategic heritage plan renovations;
- (c) A more coordinated response to the procurement needs of client entities;
- (d) Improved workplace safety and conditions in the Palais des Nations and its annexes;
- (e) The availability of multilingual conferences and United Nations meetings held at Geneva.

## **Programme performance in 2020**

25E.70 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **A safe return to the Palais des Nations for clients and staff and the safe servicing of conferences and meetings during the COVID-19 crisis**

25E.71 The COVID-19 pandemic caused significant disruptions to the workplace at the Palais des Nations. Since the onset of the pandemic, the subprogramme has focused efforts on implementing measures to ensure a safe return to the Palais for clients and staff and the safe servicing of conferences and meetings. The subprogramme studied and implemented physical distancing measures and prepared additional detailed health and safety plans to allow the safe continuation of work. It also established new one-way pedestrian paths inside and outside the managed premises, designed and installed safe partitioning (Plexiglas) in conference rooms and other areas, and designed and installed signage to indicate safe routes and maximum occupancy of areas such as offices and conference rooms. It further introduced special cleaning, sanitization and disinfection of all touch points such as door handles, headphones and elevator push buttons. In addition, all COVID-19-related measures recommended by the Federation of European Heating, Ventilation and Air Conditioning Associations were implemented, including the introduction of 100 per cent fresh air, with no air recirculation, which resulted in higher energy consumption and thus higher operating costs.

### **Progress towards the attainment of the objective, and performance measure**

25E.72 The above-mentioned work contributed to the objective, as demonstrated by the safe return to the Palais des Nations of clients and staff and the safe servicing of conferences and meetings (see table 25E.10).



Table 25E.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<ul style="list-style-type: none"> <li>• Safe conditions for the return to the Palais des Nations of clients and staff, with varying rates of occupancy depending on the progression of the pandemic and the guidance from local authorities</li> <li>• Safe servicing of conferences and meetings</li> </ul>

### Impact of COVID-19 on subprogramme delivery

25E.73 Owing to the impact of COVID-19 during 2020, the subprogramme was delayed in implementing construction and maintenance activities in order to comply with strict COVID-19 health and safety regulations. During the initial period of the pandemic, authorities suspended construction and related works affecting Villa Pelouse, the Pregny security entrance, Bar Concordia, asbestos removal projects and others. This resulted in delayed delivery of projects and delays in space allocation for key clients. COVID-19-related restrictions on construction also delayed the completion of building H (part of the strategic heritage plan). This, in turn, prevented the subprogramme from completing several preparatory activities related to its eventual occupancy, originally planned for 2020. These changes had an impact on programme performance in 2020, as specified under result 1 below.

25E.74 At the same time, however, the subprogramme identified new activities to minimize the risks linked to the propagation of COVID-19 at the Palais des Nations and implemented all health and safety requirements to mitigate virus spread. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

25E.75 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: innovative building management<sup>44</sup>

#### Programme performance in 2020

25E.76 The subprogramme made considerable progress in preparing for occupancy of the new building H in 2020, including developing guidelines, leveraging technologies and introducing preventive maintenance strategies for space optimization. The subprogramme purchased the required Revit licences and software to operate the business information modelling system, which it is using to create a three-dimensional model of the new building H and which provides building information to optimize and expedite maintenance. Regarding space optimization,

<sup>44</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29E)).

space planning studies and design solutions have been completed on paper, incorporating new concepts of open space and flexible workspaces.

25E.77 The above-mentioned work contributed to preparation for the immediate occupancy of building H upon completion of construction, which did not meet the planned target of optimization of use of space and preventive maintenance following the launch of the building information modelling system reflected in the proposed programme budget for 2020. Work has been stymied because the completion of the building has been delayed to the second quarter of 2021 owing to COVID-19. The subprogramme is still on track to complete all required activities by the time the building is ready for occupation.

### **Proposed programme plan for 2022**

25E.78 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 optimize space as entities move into and out of the swing space. Furthermore, the subprogramme will develop a new maintenance approach that prioritizes preventive rather than corrective action. The new approach will protect the buildings from deterioration, obsolescence, depreciation and redundancy. The expected progress is presented in the performance measure below (see table 25E.11).

Table 25E.11  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of space optimization	Absence of space optimization	Preparation for the immediate occupancy of building H upon completion of construction	Optimization of space following the development of space allocation guidelines and space management guidelines	Reduction of building deterioration through new “preventative maintenance” approach

<sup>a</sup> 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: reducing waste generation by clients, visitors and staff at the Palais des Nations<sup>45</sup>**

#### **Programme performance in 2020**

25E.79 The subprogramme has installed 53 shared waste recycling stations throughout the Palais des Nations and its annexes and has simultaneously removed individual waste bins from selected areas, resulting in a higher rate of waste sorting. The subprogramme initiated a new solicitation incorporating updated environmental requirements, so that waste recycling is integrated directly into the primary cleaning contract. The subprogramme also fully eliminated single-use petroleum-based plastics in the Palais des Nations. Furthermore, the subprogramme inaugurated a pilot eco-point that resulted in an increase in the amount of waste recycled as well as the reuse of materials and office supplies.

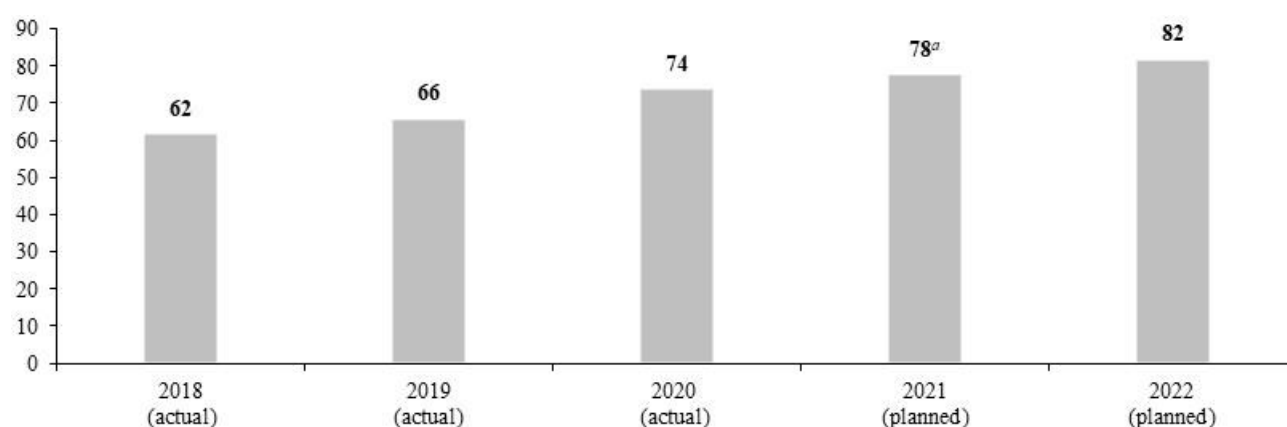
<sup>45</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29E)).

25E.80 The above-mentioned work contributed to the recycling of 74 per cent of office waste, which met the planned target reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

25E.81 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 explore the possibility of constructing a waste sorting centre, which would enlarge the number of types of waste that can be sorted or reused, to include, for example, green biodegradable waste, construction and demolition waste and hazardous waste. The expected progress is presented in the performance measure below (see figure 25E.III).

Figure 25E.III  
Performance measure: percentage of waste recycled



<sup>a</sup> 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: a sustainable infrastructure to support and moderate hybrid meetings**

#### **Proposed programme plan for 2022**

25E.82 As a result of constraints caused by COVID-19, in-person conference services were disrupted at the United Nations Office at Geneva during 2020 and it became paramount to identify and implement immediate virtual and hybrid solutions to guarantee business continuity of conferencing, even when in-person meetings and conferences were not possible.

25E.83 To meet this need, in 2020 the subprogramme upgraded six conference rooms with the necessary audiovisual equipment and technology, including cameras to show the speaker's face and expressions and tools for providing remote simultaneous interpretation. These upgrades allowed the subprogramme to support 572 hybrid meetings.

#### *Lessons learned and planned change*

25E.84 The lesson for the subprogramme was that, to provide the infrastructure required to offer hybrid meetings in the long term and sustainably, a three-pronged strategy would have to be adopted encompassing preparing additional meeting rooms with the necessary technology, identifying a platform capable of providing remote

simultaneous interpretation and training staff on the technology required to moderate these meetings.

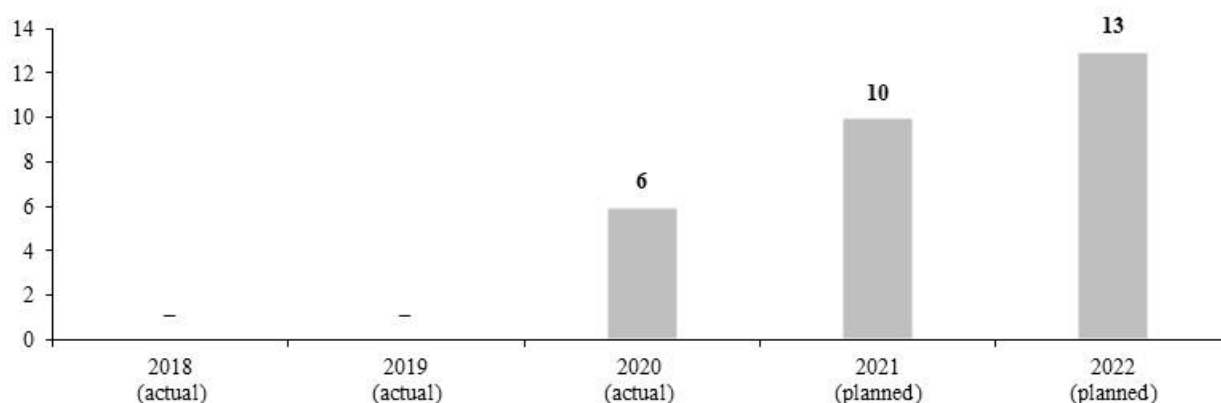
25E.85 In applying the lesson, the subprogramme will expand the implementation of the plan to progressively increase the number of conference rooms equipped to provide hybrid meetings, as funding permits, and develop a strategy to expand the number of staff trained to moderate virtual and hybrid meetings. The subprogramme is striving to ensure that the infrastructure required for hybrid meetings is in place and that trained staff within the Office and within our client organizations (substantive secretariats) have the skills to moderate hybrid meetings.

*Expected progress towards the attainment of the objective, and performance measure*

25E.86 This work is expected to contribute to the objective, as demonstrated by the availability of 13 conference rooms for hybrid meetings with remote simultaneous interpretation (see figure 25E.IV).

Figure 25E.IV

**Performance measure: number of conference rooms available to service hybrid meetings with remote simultaneous interpretation (cumulative)**



## Legislative mandates

25E.87 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system	69/273	Procurement
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes		

## Deliverables

25E.88 Table 25E.12 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 25E.12

**Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Administration:** management and maintenance of United Nations premises, including its offices, technical infrastructure of 43 conference rooms, annexes and parks; briefing of Member States on supporting strategic heritage plan implementation, benefiting from the new facilities and fully utilizing the workspace.

**Logistics:** travel arrangements for staff and meeting participants.

**Procurement:** administration of the Common Procurement Activities Group for the United Nations offices and other participating entities; planning and sourcing support for the acquisition of goods and services; issuance of purchase orders for goods and services; procurement of goods and services.

**Asset management:** physical verification of assets and monitoring of property records for 36,000 serialized items, plant and equipment and non-financial inventories for the United Nations Office at Geneva, other Secretariat departments and offices and other United Nations entities (plus warehousing and disposal).

**Facilities management:** management of buildings consisting of 181,560 m<sup>2</sup> containing 2,800 offices and providing redesigns and office furniture to serve the needs of client entities.

**Transportation:** shipment of official property, bulk consignments for conferences and removal of personal effects, and related insurance requirements.

**Mail services:** receipt and inspection, and onward distribution, of goods; provision of mail, pouch and distribution services for United Nations offices and other United Nations entities.

**Visas and diplomatic services:** issuance of laissez-passers and other travel documents for 53 United Nations entities and staff in locations worldwide.

**Subprogramme 4****Information and communications technology operations****Objective**

25E.89 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through technologies, including a coherent enterprise information and communications technology system and enterprise architecture; access to ICT-related technological innovations; and a secure, coherent and resilient technology application hosting and infrastructure landscape.

**Strategy**

25E.90 To contribute to the objective, the subprogramme will place client entity programme objectives and business needs at the centre of decisions involving ICT service offerings. This includes implementing new technologies by developing an understanding of business programmes, creating relationships of trust with clients and managing a portfolio of relevant solutions.

25E.91 The subprogramme will also align and build resilient capacity to meet client business objectives by acquiring knowledge and expertise on relevant solutions, offering business value by migrating to the most cost-effective sourcing options, exploiting economies of scale, adopting innovative technologies and discontinuing legacy systems, and ensure the effective and efficient use of ICT resources by engaging and leading the ICT community at entities of the United Nations system in Geneva and elsewhere in Europe in the definition, adoption and deployment of ICT governance policies and procedures. The subprogramme will oversee and support ICT

strategy implementation and provide cybersecurity services to achieve a safe and reliable ICT landscape for the conduct of business.

25E.92 The subprogramme plans to contribute to building back better by accelerating and prioritizing strategic efforts to develop the capacity to seamlessly support all aspects of work from dispersed geographical locations.

25E.93 The above-mentioned work is expected to result in:

(a) Clients who are empowered during the decision-making process and whose administrative and management tasks are facilitated through access to appropriate information technology tools;

(b) Client entities agilely implementing new and innovative technologies that fulfil their business needs;

(c) Client entities accessing cost-effective services and solutions that optimize the use of their resources to achieve business goals.

### **Programme performance in 2020**

25E.94 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Remote simultaneous interpretation of hybrid meetings enabled United Nations official meetings to continue during the COVID-19 pandemic**

25E.95 Since March 2020, access to the premises of the United Nations Office at Geneva has been reduced owing to COVID-19. This has had an impact on the Organization's capacity to hold official meetings, such as meetings of the Human Rights Council, the World Health Assembly and the International Labour Conference, on the premises. As a result, Member States required the Office to provide platforms that enabled meetings to be held remotely, while ensuring that official United Nations interpretation remained available and that rules of procedure were adhered to. The subprogramme conducted extensive testing of different remote simultaneous interpretation software tools for multilingual, online and hybrid meetings, and different technical architectural solutions to link such tools to the audiovisual conference and interpretation systems existing at the Palais des Nations.

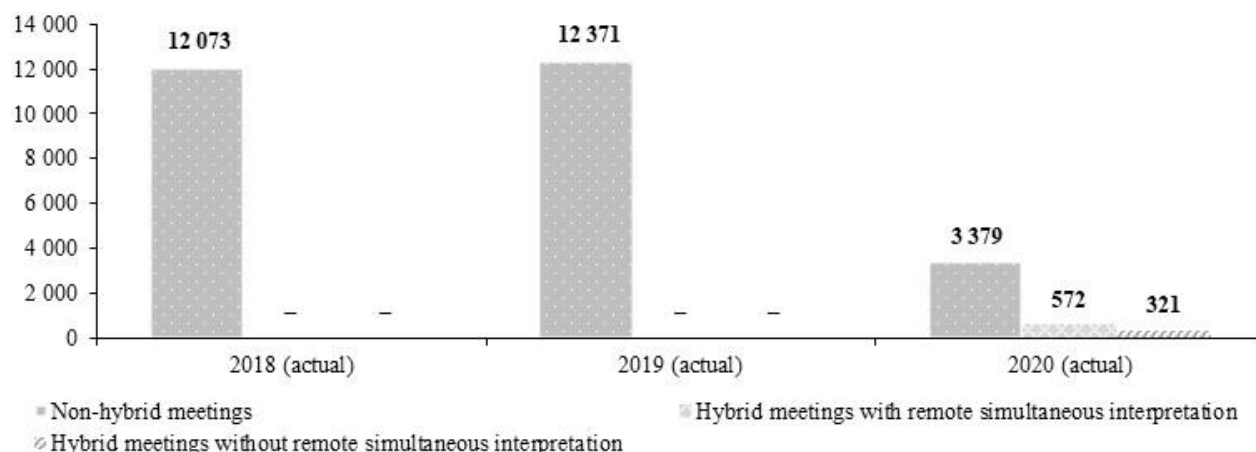
25E.96 The subprogramme defined preferred technical set-up standards and, in collaboration with subprogramme 3, equipped six conference rooms with the necessary infrastructure and technology to support virtual and hybrid meetings. Furthermore, the Office was the first duty station to hold a hybrid official meeting with interpretation.

#### *Progress towards the attainment of the objective, and performance measure*

25E.97 The above-mentioned work contributed to the objective, as demonstrated by the number of official and non-calendar hybrid meetings held by the Office in 2020, including those involving remote simultaneous interpretation (see figure 25E.V).

Figure 25E.V

**Performance measure: number of non-hybrid meetings held, number of hybrid meetings held with remote simultaneous interpretation and number of hybrid meetings held without remote simultaneous interpretation (annual)**



### Impact of COVID-19 on subprogramme delivery

25E.98 Owing to the impact of COVID-19 during 2020, the subprogramme could not fully implement the Management Committee cybersecurity action plan. The subprogramme also interrupted the implementation of non-emergency updates and upgrades to existing systems from March 2020 to September 2020, including changes to information technology security systems, connectivity services, hosting services, voice, video and data communications services, and new application systems in a secure environment.

25E.99 At the same time, however, the subprogramme identified new activities to support its clients on issues that emerged during the COVID-19 pandemic, within the overall scope of its objectives. The new activities included remote conferencing with simultaneous interpretation; the deployment and maintenance of the Surveillance Outbreak Response Management and Analysis System, a surveillance tool that allows the detection of infection chains and contact tracing; emergency remote computer support procedures; monitoring of physical presence on the premises; the development of a workflow application for flexible working arrangements; and the provision of guidance on e-signature. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

25E.100 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

## Result 1: agile provision of business solutions through technology<sup>46</sup>

### Programme performance in 2020

25E.101 The subprogramme has used an agile and proactive approach to advise clients and deploy technical solutions to facilitate the building of websites, to optimize and automate processes and to support new emergency COVID-19 requirements. Applying this approach was critical in 2020. The COVID-19 emergency accelerated the implementation of some client solutions and created the need for new ones owing to the emerging new ways of working. New solutions developed for clients in 2020 have included website builders, website hosting, workflow automation, the Microsoft Shifts solution for building occupancy, COVID-19 patient tracking and several robotic process automation robots, among other things.

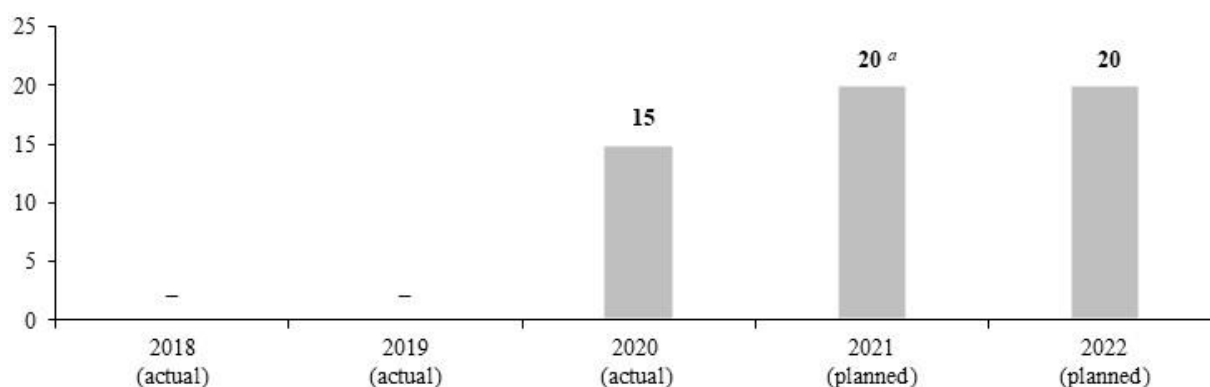
25E.102 The above-mentioned work contributed to the implementation of 15 ICT business solutions, which met the planned target reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

25E.103 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 engage with clients to advise and deploy business solutions to fulfil their substantive and operational needs. For 2022, the subprogramme plans to implement an additional 20 ICT business solutions. The expected progress is presented in the performance measure below (see figure 25E.VI).

Figure 25E.VI

**Performance measure: number of information and communications technology business solutions implemented (annual)**



<sup>a</sup> 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: drive strategic business innovation<sup>47</sup>

### Programme performance in 2020

25E.104 The subprogramme has continued to engage with clients to bring forward their innovation ideas. In 2020, the subprogramme deployed an effective technological end-to-end innovation process – from idea generation to launching the

<sup>46</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect.29E)).

<sup>47</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29E)).



pilot to sustainable production. The subprogramme also documented the idea management workflow analysis, calculations criteria, standard operating procedures for pilot approval and the metrics for decisions on next steps following pilot results.

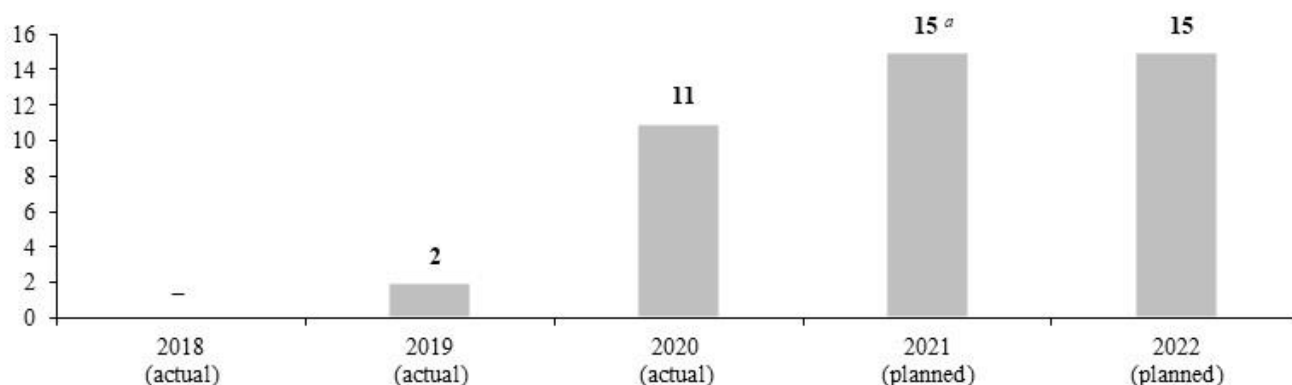
25E.105 The above-mentioned work contributed to the implementation of 11 innovative ICT solutions by substantive offices, which exceeded the planned target of 6 reflected in the proposed programme budget for 2021. Some examples of these pilot solutions include the automation of payroll verification, approval workflow using Microsoft Flow and Power Apps, face recognition on video feed from a picture, parking space availability using machine learning, quick website creation and deployment, Umoja payment checks and Umoja bank statement reconciliation.

### **Proposed programme plan for 2022**

25E.106 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 engage with clients to bring forward their innovation ideas into a technological end-to-end innovation process. For 2022, the subprogramme plans to help clients to implement an additional 15 innovative ICT solutions. The expected progress is presented in the performance measure below (see figure 25E.VII).

Figure 25E.VII

**Performance measure: number of innovative information and communications technology solutions implemented by client substantive offices (annual)**



<sup>a</sup> 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: standardized, cost-effective information and communications technology services on the Geneva campus**

#### **Proposed programme plan for 2022**

25E.107 The subprogramme has been improving the offering of basic ICT services on the Geneva campus for the onboarding of new entities establishing their operations in Geneva, as well as for existing entities, in the areas of network access, data storage and application hosting, telecommunication services and user computing services and support.

*Lessons learned and planned change*

25E.108 The lesson for the subprogramme was that it could not provide standard, cost-effective options to all clients owing to a lack of a default offering for basic ICT services that could be applied to the different needs of these clients. In applying the lesson, the subprogramme will analyse and re-engineer the provision of such services to assemble and offer a value-added portfolio of basic ICT campus services, both mandatory and optional, exploiting economies of scale and efficient service processes to achieve standardization and cost-effectiveness. The subprogramme plans to update its service catalogue for basic ICT services to include at least one comprehensive, standardized and financially advantageous service package, thus simplifying, streamlining and improving the client experience at the time of onboarding.

*Expected progress towards the attainment of the objective, and performance measure*

25E.109 This work is expected to contribute to the objective, as demonstrated by the provision of at least one fast, cost-effective out-of-the-box solution for the immediate needs of clients joining the Geneva community (see table 25E.13).

Table 25E.13  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
<ul style="list-style-type: none"> <li>• 35 à la carte ICT service offerings available</li> <li>• No bundled service offerings</li> </ul>	<ul style="list-style-type: none"> <li>• 43 à la carte ICT service offerings available</li> <li>• No bundled service offerings</li> </ul>	<ul style="list-style-type: none"> <li>• 48 à la carte ICT service offerings available</li> <li>• No bundled service offerings</li> </ul>	Complete and easy-to-understand service package option developed for clients	At least one bundled service package offering a fast, cost-effective out-of-the-box solution for the immediate needs of clients joining the Geneva community

**Legislative mandates**

25E.110 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

57/304	Information and communication technology strategy	63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity		

**Deliverables**

25E.111 Table 25E.14 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 25E.14

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Information and communications technology:** provision of security for information technology systems and data for end users; connectivity services; hosting services; voice, video and data communications services; operation and maintenance of existing and new application systems in a secure environment; technical support to 5,000 end users; advisory services on business solutions.

**Subprogramme 5****Library services****Objective**

25E.112 The objective, to which this subprogramme contributes, is to ensure the preservation of and enhanced access to past, present and future knowledge of the United Nations, to mobilize this knowledge, and to increase knowledge-sharing, education and dialogue among Member States and between Member States and the international community.

**Strategy**

25E.113 To contribute to the objective, the subprogramme will continue to provide access to United Nations documents and publications as well as to externally produced knowledge resources that provide information about the Organization's areas of work. In order to enhance and simplify the retrieval of this information, the subprogramme will provide knowledge tools that bring together key information resources on United Nations issues and global agendas. The subprogramme will also continue to digitize and preserve the archives and official documents of the League of Nations and the official documents of the United Nations, the latter in collaboration with other United Nations libraries. A project to ensure total access to the League of Nations archives will make the entire collection of 15 million pages available online in full, unifying information about the history of multilateralism and providing information about lessons learned. In addition, the subprogramme will implement records management standards and best practices across the United Nations Office at Geneva and at other Secretariat entities in Geneva through training and advisory services for staff on records management. In the context of the strategic heritage plan, the subprogramme will continue to enable designated records management focal points within United Nations services at the Palais des Nations to identify and transfer official records of the United Nations to the Records Management Unit.

25E.114 The subprogramme will continue to provide support for cultural diplomacy and to connect diplomats with United Nations staff, experts and global citizens through discussion and learning events. The subprogramme will also continue to organize learning events and cultural activities as online and hybrid (virtual and in-person) events, instead of relying only on on-site events.

25E.115 The above-mentioned work is expected to result in:

- (a) More informed participation and subsequent decision-making by diplomats and staff;
- (b) Improved transparency and accountability for the Organization;

(c) Preservation of institutional and historical memory as clients' official records are transferred during the renovation and construction activities of the strategic heritage plan;

(d) A vibrant cultural activities programme online and on-site that enables Member States to showcase their arts and culture through exhibitions, film screenings and other events;

(e) Alternative learning opportunities online and on-site for United Nations staff and diplomats on topics that support career development and the implementation of United Nations policies and agendas.

## **Programme performance in 2020**

25E.116 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **A virtual service desk for clients**

25E.117 The subprogramme has greatly expanded its digital offerings in recent years, acquiring more than 70 information database subscriptions and thousands of electronic journals and books. As a result, most client queries now pertain to accessing the digital collection, and the subprogramme has set up a virtual service desk to support users. With the enforced lockdown during the COVID-19 crisis, in 2020 the virtual service desk was expanded to receive all client queries, ensuring that clients could continue to receive timely and informative replies.

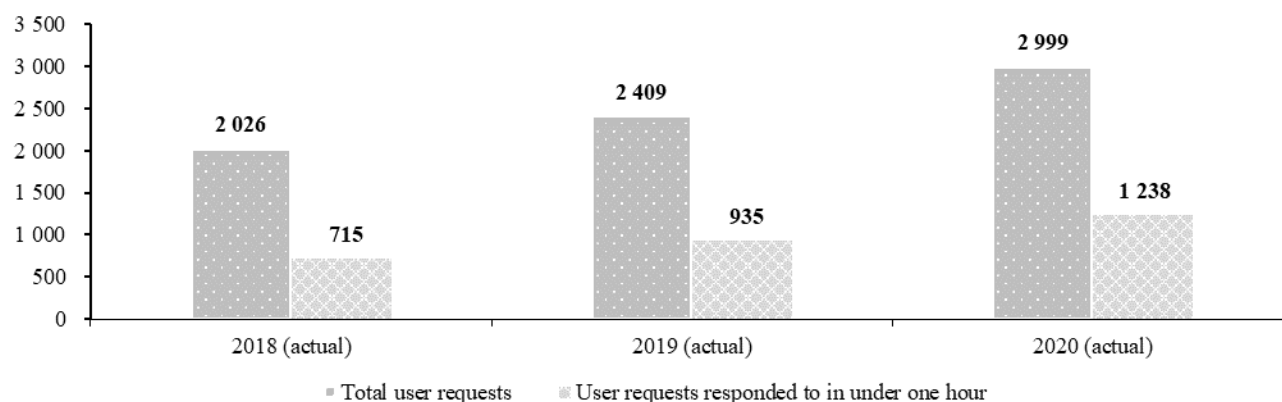
25E.118 The subprogramme added a live chat service to its website, expanded existing website services and continued to provide email and telephone reference services. Its services are streamlined and managed through an information technology tool, which includes live monitoring and analytical charts. The subprogramme also expanded the network of experts who reply to requests for information; they, too, are connected live through the information technology tool.

### *Progress towards the attainment of the objective, and performance measure*

25E.119 The above-mentioned work contributed to the objective, as demonstrated by the fact that 1,238 users of the virtual service desk (41 per cent of the total number of users) received a response to their requests within one hour. While there was a 48 per cent increase in the number of requests for information or access to information between 2018 and 2020, the number of requests replied to in under one hour increased by 73 per cent (see figure 25E.VIII).

Figure 25E.VIII

**Performance measure: total number of user requests and number of requests responded to in under one hour**



### Impact of COVID-19 on subprogramme delivery

25E.120 Owing to the impact of COVID-19 during 2020 and the six-week closure of the facilities, the subprogramme had to interrupt its activities on the League of Nations archives digitization project. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

25E.121 At the same time, however, the subprogramme modified activities to support clients on issues emerging during the COVID-19 pandemic by setting up a virtual service desk for staff members, which has been integrated into existing work processes to provide speedy and pertinent responses. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

25E.122 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: total digital access to the League of Nations archives<sup>48</sup>

#### Programme performance in 2020

25E.123 The subprogramme has continued digitization operations and publishing efforts and remains on target for scheduled project completion in 2022. The subprogramme also began processing its historical map collection, which contains 20,000 maps that will be scanned in 2021.

25E.124 The above-mentioned work contributed to the digitization of 10 million pages in the League of Nations archives, which did not meet the planned target of 10.5 million pages reflected in the proposed programme budget for 2020. This target was missed owing to a six-week closure of the facilities due to COVID-19.

#### Proposed programme plan for 2022

25E.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

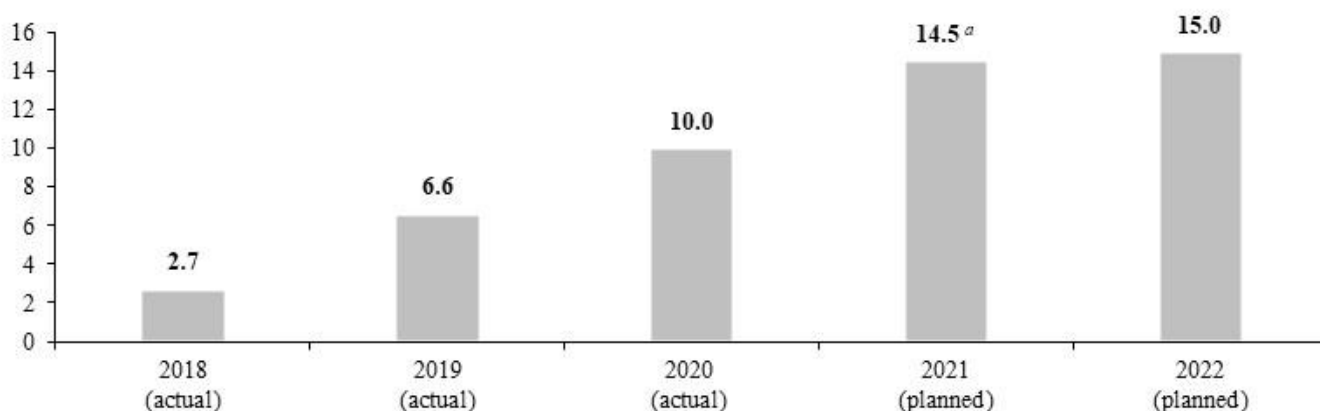
<sup>48</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29E)).

subprogramme will complete the digitization operation in 2022, scanning a total of 15 million pages by May 2022, with indexing and online publishing completed in the third quarter. The expected progress is presented in the performance measure below (see figure 25E.IX).

Figure 25E.IX

**Performance measure: total number of digitized pages in the League of Nations archives (cumulative)**

(Millions of pages)



<sup>a</sup> 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: the Knowledge and Learning Commons, physical and virtual spaces for knowledge-sharing, education and dialogue<sup>49</sup>**

**Programme performance in 2020**

25E.126 The subprogramme has continued to strengthen collaboration and knowledge-sharing among diplomats, United Nations staff and interns across the United Nations system in Geneva through the Knowledge and Learning Commons by building a virtual space for learning sessions. Owing to the COVID-19 situation, all events planned for March 2020 had to be cancelled and the subprogramme developed and produced online sessions to continue to support clients. The sessions focused on mental health and well-being, multilateral negotiation, mediation amid diversity, sustainability, and access to digital and online resources at the United Nations Library and Archives in Geneva. The transition to online sessions enabled a wider range of colleagues from the United Nations system in Geneva and other duty stations to participate. As a result, participation increased by 53 per cent in 2020, with over 4,400 attendees, compared with 2,870 attendees in 2019.

25E.127 The above-mentioned work contributed to 59 events and 7 additional learning opportunities, making a total of 66 learning opportunities and events offered to clients at the Knowledge and Learning Commons, which exceeded the planned target of 60 reflected in the proposed programme budget for 2021.

**Proposed programme plan for 2022**

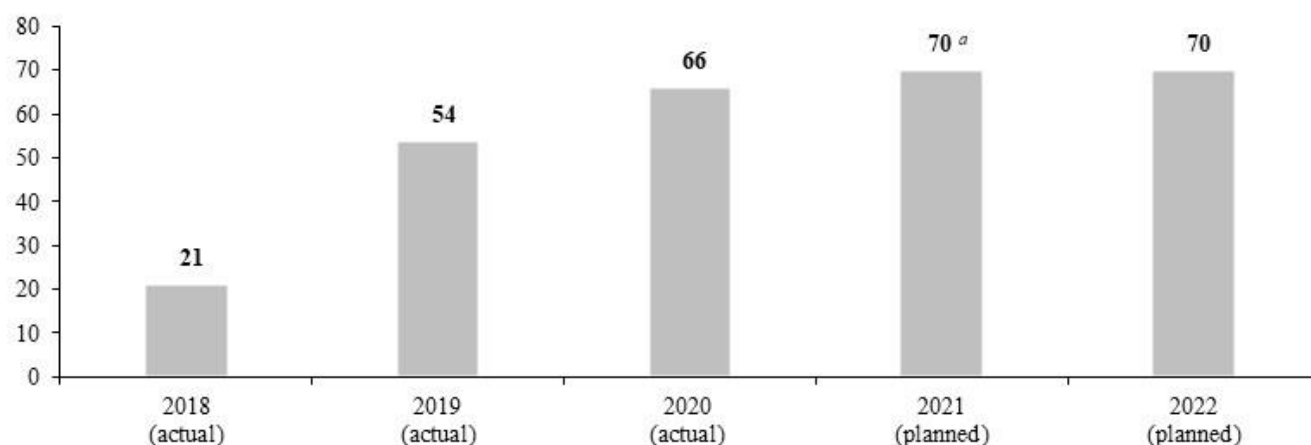
25E.128 The subprogramme will continue the work related to the planned result, in line with its mandate. Despite the closure of the Library building from September 2022 for the works under the strategic heritage plan, the Knowledge and Learning

<sup>49</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29E)).

Commons will continue to provide online sessions and learning opportunities. The expected progress is presented in the performance measure below (see figure 25E.X).

Figure 25E.X

**Performance measure: number of learning opportunities and events offered to clients at the Knowledge and Learning Commons (annual)**



<sup>a</sup> 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: increased access to knowledge on multilateralism**

#### **Proposed programme plan for 2022**

25E.129 Advocating for multilateralism through knowledge services is an important component of the subprogramme's work. In 2018, it created the programme "100 Years of Multilateralism in Geneva" and coordinated a network of 74 partners (public and private institutions), which organized many events and exhibitions and issued publications focused on the history and evolution of multilateralism. While the programme ended in 2020, some partners were ready to continue the work.

#### *Lessons learned and planned change*

25E.130 The lesson for the subprogramme was that it needed to be more systematic, coordinated and streamlined in its approach to working with partners and networks. Such an approach will enable the subprogramme to make stronger, more sustainable partnerships and create more impactful events and activities. In applying the lesson, the subprogramme will leverage existing partnerships and create new ones with permanent missions, other international organizations and United Nations services, and academic institutions. The subprogramme plans to develop and launch a partnership and networking strategy, recruit a knowledge manager to coordinate and manage the partnerships, train subprogramme staff to increase networking and partnership skills, and identify and carry out more targeted, larger-scale activities for knowledge projects and events focused on multilateralism. Through strategic management, these knowledge partnerships will become a powerful mechanism to create more innovative and impactful opportunities for the generation and sharing of knowledge, thus enabling informed debate.

*Expected progress towards the attainment of the objective, and performance measure*

25E.131 This work is expected to contribute to the objective, as demonstrated by improved access to information, activities and events that increase knowledge of multilateralism (see table 25E.15).

Table 25E.15

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Work with individual partners on subprogramme events and activities for clients	Work with individual partners on subprogramme events and activities for clients	Recognition of need to more formally manage and coordinate partnerships to create larger events and activities for clients with more impact	Development of a partnership strategy that helps the subprogramme to identify and carry out more targeted, larger-scale activities and events for clients focused on multilateralism	Improved access to information, activities and events that increase knowledge of multilateralism

**Legislative mandates**

25E.132 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolution*

356 (IV) Budget appropriations for the financial year 1950

**Deliverables**

25E.133 Table 25E.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 25E.16

**Subprogramme 5: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>40</b>	<b>54</b>	<b>40</b>	<b>40</b>
Events for diplomats and United Nations staff and interns on the processes, working mechanisms and rules of the Secretariat and for career development	40	54	40	40
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services on records management.				
<b>Databases and substantive digital materials:</b> Total Digital Access to the League of Nations Archives Project (LONTAD) system and platform for free online access to the League of Nations digitized archives and for their preservation.				



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:** cultural activities programme including exhibitions, concerts and films; guided tours of the Library, archives and the permanent and temporary exhibitions of the United Nations Museum Geneva; discussion panels and conferences for cultural exchange and education and dialogue on key United Nations issues; exhibitions in the spaces of the Library and at the United Nations Museum Geneva.

**Library services:** knowledge services, such as virtual and on-site reference services, search platform design and selected information packages, to enable evidence-based policymaking and facilitate research for diplomats, delegates, United Nations staff and academics worldwide; digitized pages of official records and documents that are available online; unified resource management system for United Nations Secretariat libraries with online access; print and electronic information resources; management and preservation of United Nations and League of Nations archives and records; access to on-site and online archives and records.

## Section 29F Administration, Vienna

### Overall orientation

#### Mandates and background

25F.1 The United Nations Office at Vienna was established in 1979 pursuant to General Assembly resolution [31/194](#) with the objective of providing administrative support to the United Nations Secretariat units located in Vienna. Under the terms of the tripartite memorandum of understanding of 1977 and subsequent amendments to it, the Office also provides administrative support on a common services basis to other international organizations based in the Vienna International Centre, namely, the International Atomic Energy Agency (IAEA), the United Nations Industrial Development Organization (UNIDO) and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

#### Strategy and external factors for 2022

25F.2 The Office will leverage the various enterprise systems in the delivery of efficient and effective administrative services, supported by an enabling policy framework and enhanced decision-making through monitoring, data analysis and reporting. The strategy for 2022 will continue to include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on all administrative matters; (b) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (c) playing a central support role in shaping an enabling organizational culture through targeted enhancement of leadership, learning and career support activities and a more robust performance management system that supports increased accountability, staff engagement, workplace flexibility and empowerment while ensuring a diverse and inclusive workplace; (d) maintaining efficient and cost-effective travel and transportation services through best practices, as well as through close cooperation and benchmarking with other United Nations system organizations; (e) continuing to promote environmental sustainability in coordination with all departments and offices; (f) strengthening the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes to ensure the consistent application of and full compliance with established policy, procedures and best practices across the Organization; (g) improving the management of assets by continuing to implement the Organization-wide framework in compliance

with the International Public Sector Accounting Standards; (h) improving outreach to clients, especially through the use of electronic resources; (i) supporting enterprise application deployments and integrating new technologies into the organizational business toolkit; and (j) increasing compliance with technology standards, guidelines and methodologies, as well as with information and communications technology policies and enterprise architecture.

25F.3 The United Nations Secretariat units located in Vienna to which the Office provides administrative support are the United Nations Office on Drugs and Crime (UNODC), the Office for Outer Space Affairs, the International Trade Law Division of the Office of Legal Affairs, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the United Nations Information Service, the Office of Internal Oversight Services, the Office for Disarmament Affairs, the regional office of the Office of the United Nations Ombudsman and Mediation Services and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. The Office provides support services, garage operations, language training and communication services on a common services basis to IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

25F.4 For 2022, the Office's planned deliverables and activities reflect strengthened approaches that incorporate lessons from the coronavirus disease (COVID-19) pandemic. Such planned deliverables and activities include an improved business continuity plan and a more resilient information technology network. The support provided to United Nations Secretariat units located in Vienna on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under subprogrammes 3 and 4.

25F.5 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Other organizations of the United Nations common system in Vienna are willing to collaborate with the United Nations Secretariat on ongoing activities;

(b) The extrabudgetary funding situation of client offices does not have an adverse impact on the ability of the Office to plan and implement its activities.

25F.6 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.

25F.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it provides support in implementing gender mainstreaming into drug control and crime prevention activities. It will also contribute to reaching gender parity, in line with the Secretary-General's system-wide strategy on gender parity, by building on the achievements of 2020, whereby female candidates were selected for 56 per cent of UNODC job openings and 67 per cent of United Nations Office at Vienna job openings in the Professional and higher categories, with the ultimate goal of reaching gender parity in staffing. The Office will support reporting on the implementation of the strategy and action plan of the Office and UNODC for gender equality and the empowerment of women, including on gender-responsive performance management.

25F.8 In line with the United Nations Disability Inclusion Strategy, the Office and the other Vienna-based organizations, as members of the joint committee to administer the Common Fund for Financing Major Repairs and Replacements at the Vienna International Centre, will ensure that the necessary renovations, updates and repairs

identified in the accessibility report commissioned by the host country are prioritized within the Common Fund. In 2020, the Vienna-based organizations of the common systems renewed the entrances of all buildings to comply with accessibility regulations for persons with disabilities. Moreover, the Office is working on strengthening an inclusive organizational culture that is supportive of staff members with disabilities, as well as staff who have dependants with disabilities. For that purpose, regular training opportunities about disability inclusion will be offered, and the clear communication of available benefits and entitlements with regard to disabilities will be provided to all staff. Furthermore, disability inclusion awareness-raising events will be organized in the context of promoting an enabling work environment. Such activities will strengthen an inclusive culture that supports the self-disclosure and advocacy of staff and their dependants with disabilities. Those activities will be pursued in close consultation with and with the active involvement of persons with disabilities and their representative organizations.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

25F.9 During the COVID-19 pandemic in 2020, the programme modified some planned deliverables and activities, within the overall scope of the objectives of the subprogrammes, in order to enhance support to the United Nations Secretariat entities located at the Vienna International Centre. Those modifications included expanding support for telecommuting, adapting the learning and organizational development curricula, delivering virtual training, supporting remote and hybrid meetings and providing increased client support in all administrative processes. Specific examples of the activities are provided under subprogrammes 1 to 4. The modified deliverables and activities contributed to results and accelerated performance in 2020, as described in the programme performance of subprogrammes 1, 2 and 3.

25F.10 Reflecting the importance of continuous improvement and responding to the evolving needs of client offices, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the importance of resilient and sustainable network connectivity for the efficient and effective daily operation of remote working and the importance of integrating more potential future scenarios in the business continuity plan.

### Legislative mandates

25F.11 The list below provides all mandates entrusted to the programme.

#### *General Assembly resolutions*

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna	70/255; 72/303	Progress towards an accountability system in the United Nations Secretariat
58/278	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna		

### Deliverables

25F.12 Table 25F.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25F.1

**Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

**Evaluation activities**

25F.13 The following self-evaluations are planned for 2022:

(a) Implementation of information technology infrastructure and technical improvements;

(b) Activities in employment and capacity development to meet the requirements of the United Nations Disability Inclusion Strategy.

**Programme of work****Subprogramme 1****Programme planning, finance and budget****Objective**

25F.14 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

**Strategy**

25F.15 To contribute to the objective, the subprogramme will continue to strengthen the monitoring of budget performance, financial management and control, and improve reporting. It will provide assistance, guidance and training to programme managers and administrative units of client offices on financial management and budgetary matters. It will also coordinate with the Office of Programme Planning, Finance and Budget at Headquarters and provide timely advice to the entities serviced on financial management and budget implementation. It will streamline financial processes and guidelines and regularly review workflow procedures to identify ways to achieve a more efficient and faster client response. It will also strengthen internal financial controls, monitor financial performance and risks and ensure integrity of organizational financial data, thus contributing to an enhanced accountability system. In addition, it will monitor the implementation of recommendations from oversight bodies and ensure strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations. Going forward, the subprogramme will also provide support and guidance to its clients, in areas such as timely closing and reporting of grants. The subprogramme will also continue to enhance the management of client requests following the launch of a client support portal in 2020.

25F.16 The above-mentioned work is expected to result in:

- (a) Improved accessibility and understanding of financial information by client offices;
- (b) Increased accountability by client offices;
- (c) Improved integrity of financial data;
- (d) Enhanced overall management of programme budget and extrabudgetary financial resources.

## Programme performance in 2020

25F.17 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 client services

25F.18 Prior to 2020, clients requested services through Lotus Notes or by email. Clients were not able to see the status of their requests, and the subprogramme did not have a mechanism to track requests received for all types of services. Therefore, in 2020, the subprogramme redesigned client management processes to utilize cloud-based technology, allowing for increased transparency in the tracking of requests, more efficient remote working during COVID-19 lockdown periods and enhanced client services. The subprogramme also organized and provided access to financial information, which is stored in the United Nations Office at Vienna client support portal, a central repository for service requests, to streamline client management processes. The client support portal also hosts guidance materials and answers to frequently asked questions.

### *Progress towards the attainment of the objective, and performance measure*

25F.19 The above-mentioned work contributed to the objective, as demonstrated by enhanced client services and transparency through real-time tracking of requests for financial resource management services (see table 25F.2).

Table 25F.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Requests submitted through Lotus Notes or email, with limited tracking of requests	Requests submitted through Lotus Notes or email with limited tracking of requests	Enhanced client services and transparency through real-time tracking of requests for financial resource management services

### Impact of COVID-19 on subprogramme delivery

25F.20 Owing to the impact of COVID-19 during 2020, the subprogramme redesigned client management processes to utilize cloud-based technology, allowing more efficient remote working and enhanced client services. In addition, the subprogramme adapted the training content relating to financial and budgetary matters to allow delivery by virtual means. The subprogramme also adapted internal processes to support remote auditing. Moreover, the subprogramme performed an analysis of the impacts of the COVID-19 lockdown on the costing of client services, such as interpretation and translation services and language classes.

25F.21 At the same time, the subprogramme identified new activities to support clients on issues related to the COVID-19 pandemic. The subprogramme undertook close monitoring of programme delivery, in particular UNODC operations, in the context of the Task Force on the Financial Impact of COVID-19 established by the Director-General/Executive Director of the United Nations Office at Vienna/United Nations Office on Drugs and Crime to monitor the financial strength of the UNODC trust funds. The subprogramme provided additional briefings on the impact of COVID-19 on the financial situation of UNODC to Member States in the context of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime.

## **Planned results for 2022**

25F.22 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: improved management of voluntary contributions in the United Nations Office on Drugs and Crime<sup>50</sup>**

#### **Programme performance in 2020**

25F.23 To improve the management of voluntary contributions in UNODC, the subprogramme has reviewed and simplified the underlying processes and conditions for project revisions, streamlined workflows and developed guidance, tools and performance standards in collaboration with UNODC programme managers and resource mobilization teams. The subprogramme also delivered training to UNODC on project and grants management and adapted the training to be delivered online. Furthermore, the subprogramme delivered refresher courses with the aim of increasing the quality of submission of project documents and revisions.

25F.24 The above-mentioned work contributed to an average number of 47 days to approve project revisions, which did not meet the target of 35 days reflected in the proposed programme budget for 2020. The project revision process includes financial clearance by the subprogramme and other administrative clearances by other subprogrammes prior to programmatic clearance and final approval. The planned 2020 target could not be met owing to multiple amendments throughout the clearing process, such as corrections to budget and staffing tables, justifications for increased budget, as well as programmatic revisions. However, the subprogramme's work has improved the average number of days for financial clearance of project revisions from 29 days in 2018 to 19 days in 2020.

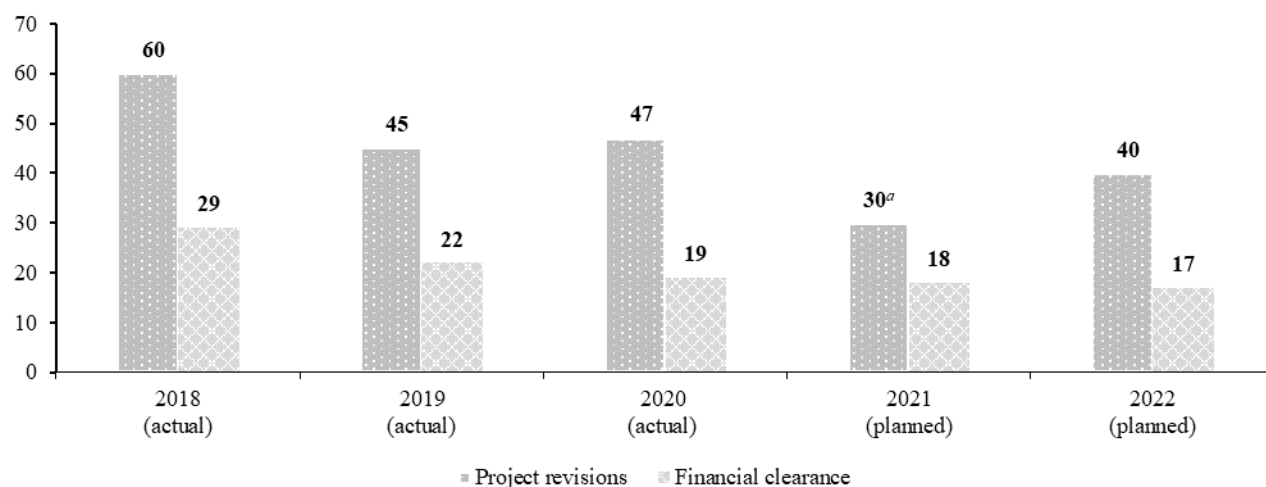
#### **Proposed programme plan for 2022**

25F.25 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 work closer with client departments to review existing management instructions and leverage Umoja Extension 2 to streamline processes regarding project revisions and increase the timeliness of funding allocations to projects and programmes. The expected progress is presented in the updated performance measure below (see figure 25F.I).

<sup>50</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29F)).

Figure 25F.I

**Performance measure: number of days to approve project revisions**



<sup>a</sup> 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: empowering ownership and management of resources<sup>51</sup>**

### **Programme performance in 2020**

25F.26 The subprogramme refined its existing reports and dashboards utilizing the business intelligence data warehouse. The subprogramme also performed a financial analysis of the programme performance on a regular basis, liaised with clients on an updated programme forecast and further assessed the implications of the COVID-19 pandemic and mitigation measures, which contributed to improving the financial performance of UNODC field offices. Furthermore, the subprogramme continued to work on quality assurance for UNODC projects integrating new Umoja Extension 2 functionalities.

25F.27 The above-mentioned work contributed to a 94 per cent total utilization of the approved budget by UNODC field offices, which met the planned target reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

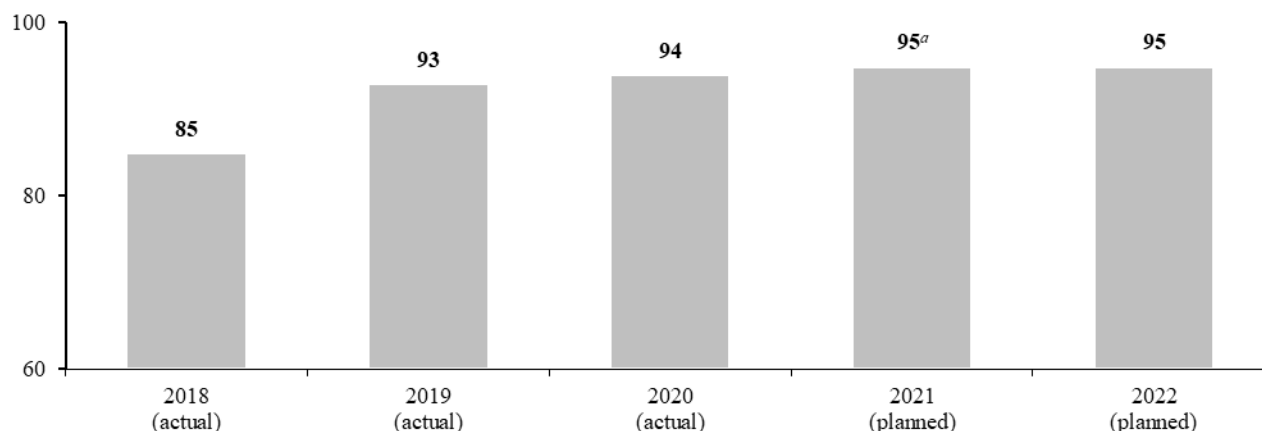
25F.28 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to promote the use of reports and dashboards and engrain their use in client offices' decision-making processes through ongoing training and guidance on financial and budgetary matters. The expected progress is presented in the performance measure below (see figure 25F.II).

<sup>51</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29F)).

Figure 25F.II

**Performance measure: United Nations Office on Drugs and Crime field offices annual budget implementation rate**

(Percentage)



<sup>a</sup> 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: timely closing and reporting of grants****Proposed programme plan for 2022**

25F.29 Owing to the increase in voluntary contributions administered for client offices, the subprogramme has been receiving a greater number of requests for more frequent donor reporting and has been facing delays in the issuance of final donor reports, due to pending open items. The subprogramme has started to develop new self-paced training and guidance materials for substantive offices to monitor and address those open items. In the client support portal, a page was created with guidance on the monitoring of open items and of open commitments, together with a pre-closure checklist. The subprogramme has also started to deliver ad hoc targeted sessions to substantive offices on such topics as invoice processing and reception process, financial monitoring and the closure of grants and projects.

*Lessons learned and planned change*

25F.30 The lesson for the subprogramme was that a more targeted action plan was needed to work with client offices to monitor the life cycle of grants, activities and financial transactions, and to perform the required actions for the timely closing of grants. In applying the lesson, the subprogramme will systematically review all grants and pre-emptively assess grants to identify potential issues that could delay donor reporting. The subprogramme will also hold regular training sessions involving subject matter experts on how to resolve such areas as open items related to travel ticket payments and United Nations Development Programme financial authorizations, and will develop additional self-trouble-shooting guides to support the training.

*Expected progress towards the attainment of the objective, and performance measure*

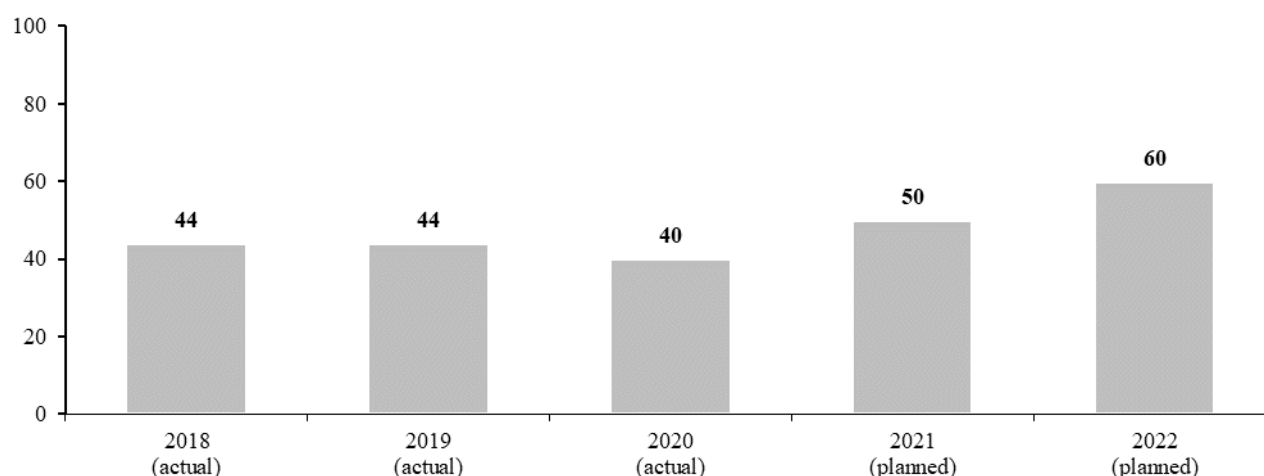
25F.31 This work is expected to contribute to the objective, as demonstrated by 60 per cent of final financial reports issued in their due year (see figure 25F.III).



Figure 25F.III

**Performance measure: percentage of final financial reports issued in the year they are due**

(Percentage)



## Legislative mandates

25F.32 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	75/243	Programme planning
		75/252	Questions related to the proposed programme budget for 2021
42/211	Implementation of General Assembly resolution 41/213	75/253	Special subjects relating to the proposed programme budget for 2021
75/242	Financial reports and audited financial statements, and reports of the Board of Auditors		

## Deliverables

25F.33 Table 25F.3 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 25F.3

### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
1. Consolidated budget for UNODC for the biennium	–	–	1	–
2. Performance report for UNODC for the biennium	1	1	–	1
3. Annual financial report and audited financial statements for UNODC	1	1	1	1

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
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**E. Enabling deliverables**

**Administration:** financial management, including risk management and internal control, preparation and implementation of budgets and other resource proposals; management of 2,340 posts (creation, extension, abolishment and funding); financial reporting and accounting; cash and revenue management; accounting services, including processing for cost recovery; issuance of 24,000 United Nations Development Programme-related financial authorizations, payments, disbursements and payroll for 1,400 staff members; guidance and advice on all financial matters; and management of after-service health insurance claims for 600 beneficiaries.

## **Subprogramme 2**

### **Human resources management**

**Objective**

25F.34 The objective, to which this subprogramme contributes, is to ensure the attraction, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographical representation, inclusivity and gender balance.

**Strategy**

25F.35 To contribute to the objective, the subprogramme will foster and reinforce an enabling working environment for its clients with regard to service delivery, talent management and organizational culture. The subprogramme will build on the Enabling Environment Guidelines for the United Nations System, published by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The approach will encompass the delivery of a broad spectrum of human resources services to clients in Vienna and in UNODC field offices, including talent outreach and attraction initiatives to enhance gender parity and geographical representation and inclusiveness of persons with disabilities. In addition, the subprogramme will focus on supporting personnel through talent development initiatives and promoting workplace flexibility. The subprogramme is also reinforcing a culture of zero-tolerance against prohibited conduct, which includes the implementation of multiple initiatives of the United Nations System Chief Executives Board for Coordination (CEB).

25F.36 The subprogramme plans to support client offices on issues related to COVID-19 by enabling the remote onboarding of candidates, as well as remote outreach events to continue to attract candidates. Development opportunities and training for staff will reinforce awareness-raising and preventive measures and actions taken towards addressing prohibited conduct and ensure a zero-tolerance policy against sexual harassment are all held virtually. Finally, further support will be provided on flexible working arrangements to further facilitate the adaptation to a hybrid work environment.

25F.37 The above-mentioned work is expected to result in an overall improvement of staff engagement, motivation, productivity and well-being, thereby contributing positively to the delivery of the Organization's mandates.

**Programme performance in 2020**

25F.38 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Increase in geographical diversity among interns, providing a more diverse talent pool for staff recruitment**

25F.39 With the implementation of the COVID-19 emergency measures, including lockdown and travel restrictions, and in order to respect obligations towards interns and enhance business continuity for offices, the subprogramme introduced a remote internship modality. Interns represent an important applicant pool for future personnel positions and are an integral part of the workforce.

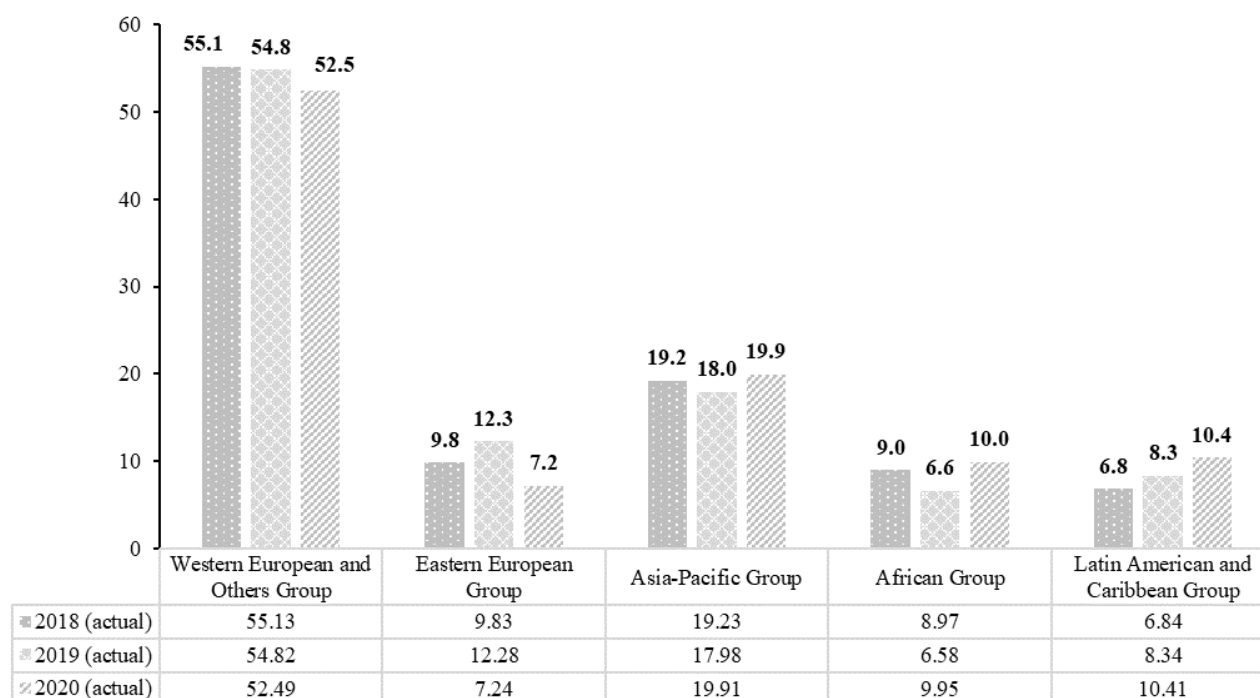
25F.40 Interns who were already on board were given an option to telecommute either from the duty station or from their home countries. In addition, for new recruits, the subprogramme utilized this new remote modality as a lever to further enhance geographical diversity among interns. Outreach activities by the subprogramme specifically highlighted the options of remote internships to target a wider audience and delivered webinars to more than 400 junior professionals across the world interested in entry-level positions such as internships. Furthermore, the subprogramme developed procedures and put suitable agreements in place, which allowed close interaction and monitoring for remote interns and supervisors.

#### *Progress towards the attainment of the objective, and performance measure*

25F.41 The above-mentioned work contributed to the objective, as demonstrated by the increase in geographical diversity among interns, especially among underrepresented Member States and low represented regional groups, as well as nationals of countries who had typically been denied internship visas by the host country Government (see figure 25F.IV).

Figure 25F.IV

**Performance measure: geographical diversity among interns/annual percentage of interns selected from the various regional groups**



**Impact of COVID-19 on subprogramme delivery**

25F.42 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel planned training activities. Those changes had an impact on the programme performance in 2020, as specified in result 1.

25F.43 At the same time, however, the subprogramme modified activities to support client offices on issues related to the COVID-19 pandemic within the overall scope of its objectives, namely, it adapted its learning and organizational development curricula to respond to emerging staff needs in the area of psychosocial counselling. The subprogramme delivered seven webinars with over 200 participants, and provided several additional training courses to over 300 participants on flexible working arrangements, such as the personal and professional impact on working remotely and staff well-being. Training also included building capacity to learn how to deliver training virtually instead of face-to-face. The subprogramme also enabled client departments to retain and recruit interns remotely. This approach yielded a more diverse intern applicant pool throughout the pandemic.

**Planned results for 2022**

25F.44 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: improved delivery of programmes by optimizing performance<sup>52</sup>****Programme performance in 2020**

25F.45 In 2020, the subprogramme developed the conversation package, a performance management and feedback tool, that supports supervisors through effective coaching models to enhance the performance of staff. The subprogramme developed a pilot of the conversation package with 48 staff. Dedicated training sessions, including role plays and related activities were conducted in addition to bi-weekly feedback meetings, thereby tracking the training's progress and effectiveness.

25F.46 The above-mentioned work contributed to a positive feedback by staff members on the conversation package, which did not meet the planned target of the offices utilizing the 360-degree feedback method for a reduction of improvement plans and to promote development plans, reflected in the proposed programme budget for 2020. Due to the pandemic, the subprogramme had to adapt its learning and organizational development curricula. As the exigencies of service shifted, the subprogramme could not dedicate the resources and planning needed for the 360-degree feedback implementation and the conversation package was rolled out instead.

**Proposed programme plan for 2022**

25F.47 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 launch the conversation package at the Director levels in 2021 and further roll it out for all staff in 2022, replacing the 360-degree feedback tool. Staff will be trained on how to give feedback, which will ultimately strengthen the performance management system, creating a coaching culture. The expected progress is presented in the updated performance measure below (see table 25F.4).

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<sup>52</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29F)).

Table 25F.4  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Awareness of current cases of performance management related to improvement plans and analysis of the number of improvement plans	Number of staff members aware of the new performance appraisal approach, number of awareness campaigns launched and establishment of a baseline for rolling out 360-degree feedback	Positive feedback by staff members on the conversation package	Increased use of peer feedback linked to development plan	All staff use conversation package training in staff development plan for giving constructive feedback

<sup>a</sup> 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: enhancing geographical diversity<sup>53</sup>

### Programme performance in 2020

25F.48 In line with the action plan, containing 29 actions and commitments, that was endorsed by the Executives Committee of the United Nations Office at Vienna and UNODC, the subprogramme, in 2020 further expanded its activities to strengthen equitable geographic representation among its staff. The subprogramme introduced a justification requirement for recommendations of candidates from overrepresented Member States and launched various awareness-raising efforts through social media, articles, social media posts and webinars to reach senior management, hiring managers and staff. A “diversity corner” was also published on the intranet that provides regular updates on the matter. Furthermore, the subprogramme held multiple career webinars and established an outreach package for potential candidates, in addition to many other activities to enhance geographical diversity.

25F.49 The above-mentioned work contributed to 52 per cent of candidates for UNODC and the United Nations Office at Vienna selected from underrepresented countries, which exceeded the planned target of 41 per cent reflected in the proposed programme budget for 2021.

### Proposed programme plan for 2022

25F.50 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 expand its outreach activities through new partnerships with relevant professional networks and organizations in unrepresented and underrepresented Member States and low-represented regions. The subprogramme will also build on its current activities and provide further online webinars on career opportunities to potential candidates. In addition, regular updates on geographical diversity will be provided to the Director-General/Executive Director, Executives Committee, hiring managers and governing bodies to further enhance awareness. Finally, representatives in UNODC field offices will be engaged and supported to

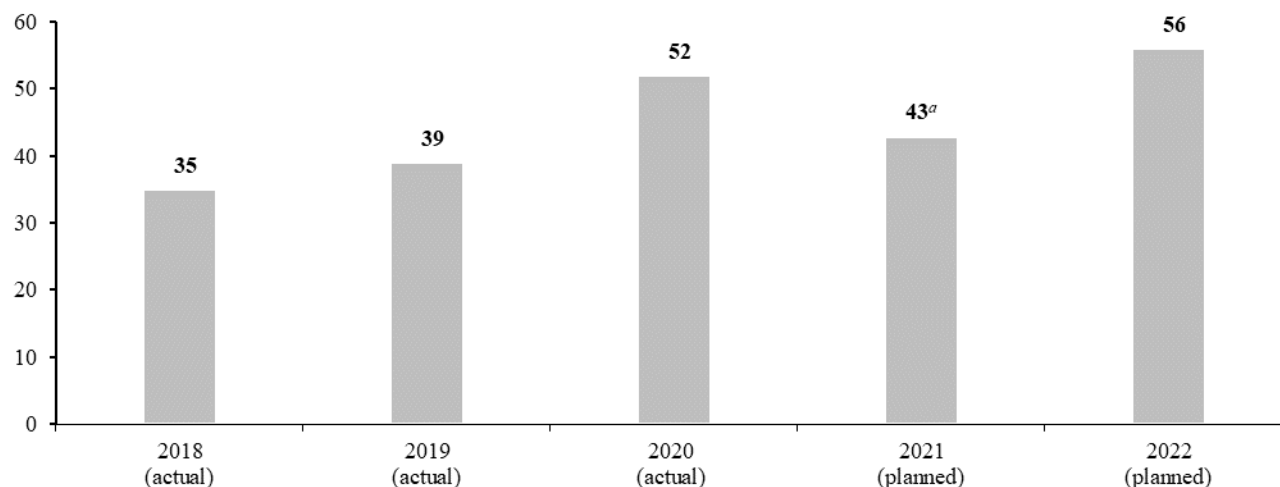
<sup>53</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29F)).

allow better leverage of their local networks. The expected progress is presented in the performance measure below (see figure 25F.V).

Figure 25F.V

**Performance measure: yearly percentage of candidates selected from underrepresented countries**

(Percentage)



<sup>a</sup> 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: fostering a respectful and civil workplace

#### Proposed programme plan for 2022

25F.51 In 2019, the Secretary-General published the bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8). In response, the subprogramme has launched a variety of preventive measures and actions to support client offices with the aim of fostering a respectful and civil workplace and protecting staff from prohibited conduct. In particular, the subprogramme deployed and implemented multiple CEB initiatives and products, which included the official launch of the Code of Conduct to Prevent Harassment, Including Sexual Harassment at United Nations System Events, and the adaptation of a guide for managers on the prevention of and response to sexual harassment in the workplace. Furthermore, various awareness-raising activities and training courses were conducted reaching over 400 staff members, and four conduct and discipline focal points were appointed. In addition, a mandatory performance objective was included in performance management reviews.

#### *Lessons learned and planned change*

25F.52 The lesson learned for the subprogramme was that clear and consistent guidance to staff is one of the most important aspects to ensure that staff and personnel understand the available resources, support and protection. The definitions of and procedures for reporting misconduct are scattered across different policies and manuals. The multiplicity of actors involved compounds the issue, leading to delays in addressing prohibited conduct. In applying the lesson, the subprogramme will work to ensure that, in the long run, 95 per cent of active staff members have taken the mandatory online course on the prevention of sexual harassment, which educates staff

members about the different actors at their disposal to report any form of misconduct, including sexual harassment.

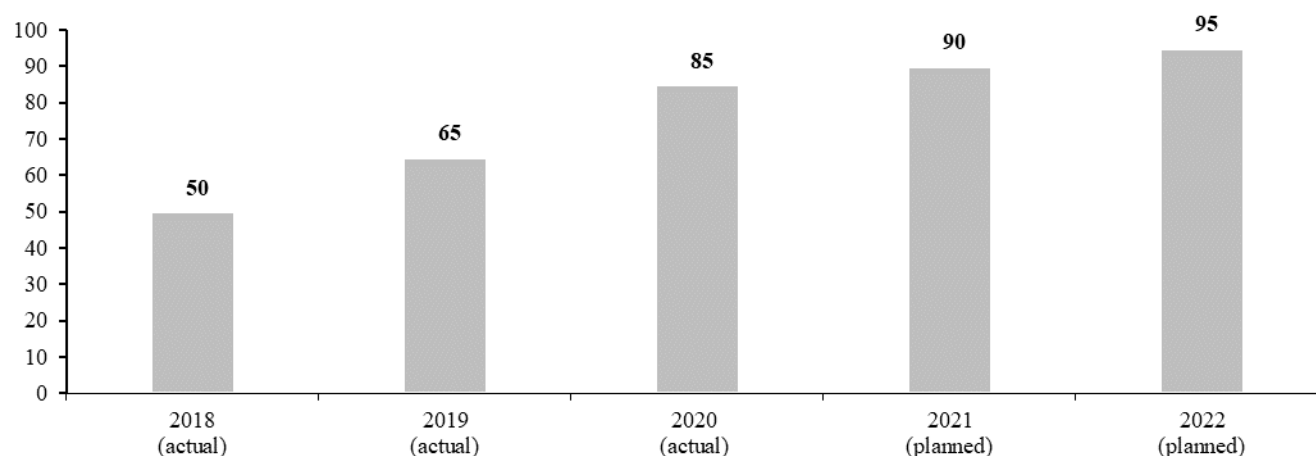
*Expected progress towards the attainment of the objective, and performance measure*

25F.53 This work is expected to contribute to the objective, as demonstrated by 95 per cent of staff having completed relevant training of awareness on the applicable framework and mechanisms (see figure 25F.VI).

Figure 25F.VI

**Performance measure: percentage of staff who completed the mandatory online training on the prevention of sexual harassment in the work environment (cumulative)**

(Percentage)



## Legislative mandates

25F.54 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

<a href="#">58/144</a>	Improvement of the status of women in the United Nations system	<a href="#">72/254</a>	Human resources management
<a href="#">63/271</a>	Amendments to the Staff Regulations	<a href="#">75/668</a>	Administration of justice at the United Nations
<a href="#">73/281</a>	Shifting the management paradigm in the United Nations		

## Deliverables

25F.55 Table 25F.5 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 25F.5

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***D. Communication deliverables**

**Outreach programmes, special events and information materials:** outreach programmes, including special events, information and broadcast materials, job fairs and career presentations for more than 1,500 potential candidates; health- and wellness-promotion programmes and awareness-raising programmes on prohibited conduct and the Enabling Environment Guidelines for all staff members.

**E. Enabling deliverables**

**Administration:** human resources services provided to 3,500 personnel; succession planning, organizational design, classification and reclassification of posts, outreach and full recruitment process, expert advice on the conduct of staff selection processes to all hiring managers, human resources policies and legal advice; counselling of staff on personal, family and work-related concerns; talent management; issuance and renewal of appointments, administration of staff movements and separation/terminations; provision of training on organizational and managerial competencies on a bi-annual basis, substantive and technical skills, and career development; orientation programmes for new personnel twice a year; health awareness programmes; and provision of medical services in collaboration with other Vienna-based entities.

**Internal justice and oversight:** legal and policy advisory services provided to line managers, senior officials and colleagues in the discharge of their official functions; preparation of legal positions for administrative reviews and cases brought by staff to the Management Evaluation Unit and the Office of the United Nations Ombudsman and Mediation Services; assistance to the responsible official in receiving and assessing complaints and reports of alleged misconduct and processing such complaints in accordance with established policies and procedures, including liaising with the Office of Internal Oversight Services and other investigative bodies, as well as the Administrative Law Division once the disciplinary process is invoked; and discharging the role of Conduct and Discipline Focal Point and awareness-raising on matters related to the administration of justice at the United Nations.

## Subprogramme 3

### Support services

#### Objective

25F.56 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, asset management, travel and transportation, mail and pouch services, procurement, commercial activities, records management and library services.

#### Strategy

25F.57 To contribute to the objective, the subprogramme will provide regular support to clients with regard to changing workspace needs within the constraints of limited office space. The subprogramme also continues to work with client offices in revising office space standards. The subprogramme will assist, advise and provide regular virtual and instructor-led training on travel policies and related Umoja processes. The subprogramme will continue to focus on improving outreach services to ensure better utilization of library resources.

25F.58 The above-mentioned work is expected to result in:

- (a) An optimized use of workspace;
- (b) Effective management of clients' travel resources;
- (c) Enabling clients, including Member States, to continue to make informed decisions and develop policies by providing access to information resources through the library.



## Programme performance in 2020

25F.59 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Enabling remote access to library resources for UNODC field offices

25F.60 In fulfilling their duties, staff members frequently consult the library services offered by the subprogramme for research purposes. In response to the COVID-19 situation, Vienna-based staff continued their work remotely, which limited their ability to gain physical access to the library. In 2020, the subprogramme increased its efforts to negotiate with vendors to gain more flexible remote access options to library resources to ensure that Vienna-based staff as well as UNODC field office staff could continue to deliver the Organization's mandates. The subprogramme worked with 10 vendors to open their subscriptions not only to the United Nations Office at Vienna library but also provide more than 3,000 library clients across the globe with remote access to academic journals, professional magazines and other critical online media.

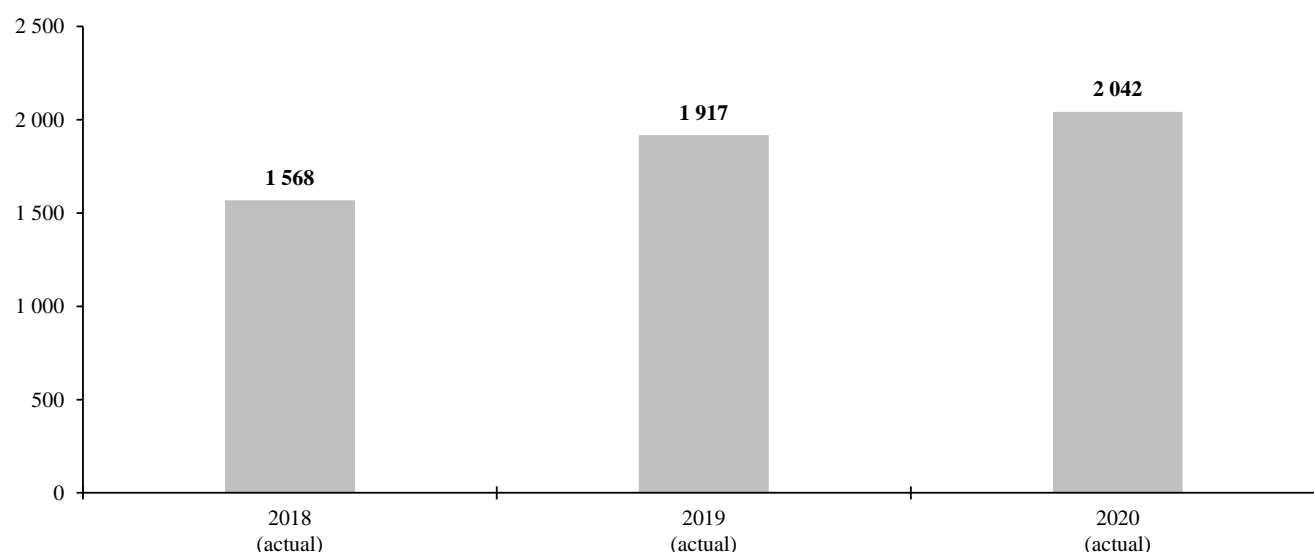
25F.61 The subprogramme embarked on a communication campaign to inform clients about the newly available remote access to library resources. Furthermore, the subprogramme provided training to 90 clients across 35 UNODC field offices on the use of those resources to ensure clients could maximize their use of library subscriptions to fulfil their mandated activities.

### *Progress towards the attainment of the objective, and performance measure*

25F.62 The above-mentioned work contributed to the objective, as demonstrated by 2,042 remote monthly searches across library resources (see figure 25F.VII). During 2020, six databases, three online dictionaries, two current affairs resources and three academic journals were added for remote access.

Figure 25F.VII

**Performance measure: average remote monthly searches across library resources**



**Impact of COVID-19 on subprogramme delivery**

25F.63 Owing to the impact of COVID-19 during 2020, the subprogramme adjusted its office space cleaning approach to include thorough disinfection and cleaning, in particular the offices of staff who either tested positive for COVID-19 or had close contact with persons who had tested positive. Owing to issues related to COVID-19 logistics obstacles, the subprogramme experienced delays in delivering equipment to field offices. Those changes had an impact on the programme performance in 2020, as specified under result 1 below.

25F.64 At the same time, however, the subprogramme identified new activities to support client offices on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely, to provide remote access to clients to continue using library subscriptions. The new deliverable contributed to results in 2020, as specified in the emerging result for 2020 above.

**Planned results for 2022**

25F.65 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: faster delivery of equipment to beneficiaries<sup>54</sup>****Programme performance in 2020**

25F.66 The subprogramme has worked on correcting the incomplete equipment records to ensure faster delivery of equipment to beneficiaries. The subprogramme also finalized the underlying business processes and led the implementation of a new operational workflow between property focal points and substantive offices in Vienna and at UNODC field offices. Furthermore, the subprogramme provided continuous training on property management policies and practices for staff in Vienna and at field offices.

25F.67 The above-mentioned work contributed to the faster delivery of equipment to beneficiaries, as demonstrated by the reduced delivery time within 35 days. The target of 30 days reflected in the proposed programme budget for 2020 could not be met owing to unforeseen logistics obstacles related to COVID-19.

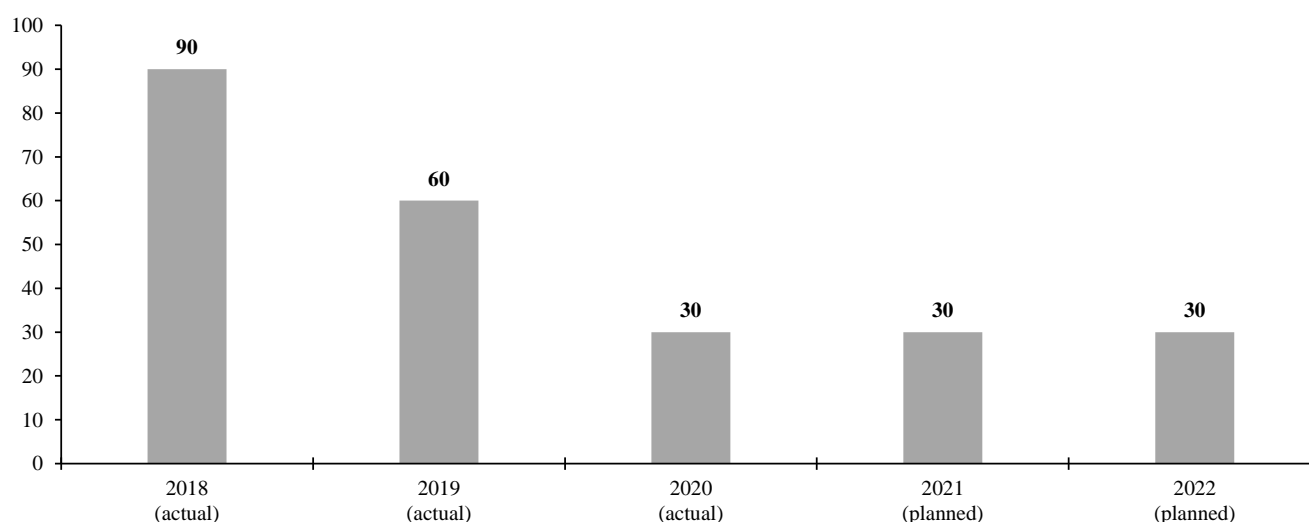
**Proposed programme plan for 2022**

25F.68 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 submit correct and complete equipment records within 30 days. The expected progress is presented in the performance measure below (see figure 25F.VIII).

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<sup>54</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29F)).

Figure 25F.VIII

**Performance measure: number of days for delivery of equipment**

<sup>a</sup> 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: Improved mail and pouch tracking system for clients<sup>55</sup>****Programme performance in 2020**

25F.69 In 2020, the subprogramme has tested and evaluated a mail and pouch tracking system by assessing the tracking software and hardware to provide a more secure mail and pouch service that offers real-time tracking information to users. The tested system proved to be too time-consuming and, in addition, the system did not allow for the inclusion of complete shipment data, as required by the United Nations Office at Vienna.

25F.70 The above-mentioned work contributed to the testing and evaluation of a pilot system tested, which met the target of an available pilot system for testing and the training of users trained to validate that the system meets business requirements, reflected in the proposed programme budget for 2021. The proposed system did not meet the current United Nations Office at Vienna business requirements, which is why the subprogramme is actively searching for alternative solutions that would better fit the mail operation's needs.

**Proposed programme plan for 2022**

25F.71 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 test and evaluate a new solution by 2022. The expected progress is presented in the performance measure below (see table 25F.6).

<sup>55</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29F)).

Table 25F.6

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021(planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Manual tracking of office mail and pouch	Mail operations proposed a digital mail and pouch system that provides real-time information about shipments	Pilot system tested and evaluated did not meet business requirements	Client offices use digital mail and pouch tracker and provide positive feedback	New solution will be implemented

<sup>a</sup> 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 Organization business continuity response****Proposed programme plan for 2022**

25F.72 The COVID-19 situation brought forward the need to review and evaluate the existing business continuity plan. In 2020, the subprogramme initiated an assessment of the existing plan by all client offices. Critical staff were identified and information on experiences of 2020 were collected.

*Lessons learned and planned change*

25F.73 The lesson for the subprogramme was that the 2020 COVID-19 pandemic revealed gaps in the existing business continuity plan. As such, a crisis type was not defined and required a different crisis management approach. The COVID-19 experience increased the appreciation by all client offices for a sound business continuity plan. In applying the lesson, the subprogramme will engage motivated staff at large to ensure their active participation in the review of established requirements and will further integrate the results of its assessment into a revised business continuity plan that includes more potential future scenarios to improve the organization's crisis preparedness.

*Expected progress towards the attainment of the objective, and performance measure*

25F.74 This work is expected to contribute to the objective, as demonstrated by increased preparedness of the Organization for future crises (see table 25F.7).

Table 25F.7

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021(planned)</i>	<i>2022 (planned)</i>
Business continuity plan in place	Business continuity plan in place	Gaps in Business continuity plan identified during COVID-19 crisis	Evaluation of the business continuity plan and response to the 2020/2021 crisis	Increased preparedness of the Organization for future crises

## Legislative mandates

25F.75 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

58/276	Outsourcing practices	69/273	Procurement
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes		

## Deliverables

25F.76 Table 25F.8 lists all deliverables, by category and subcategory, for the period 2020–2022, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25F.8

### **Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory**

#### *Category and subcategory*

#### **D. Communication deliverables**

**Library services:** knowledge services to enable evidence-based policymaking and facilitate research for 3,000 library clients; digitize pages of official documents to make them available online; print and electronic information resources; and on-site and online access.

#### **E. Enabling deliverables**

**Administration:** management and maintenance of United Nations-leased premises.

**Logistics:** Travel management: arrangement of tickets, visas and laissez-passer for staff and meeting participants for Vienna-based United Nations Secretariat entities and over 105 UNODC field office locations.

**Procurement:** provision of full procurement services.

**Asset management:** physical verification of assets and monitoring of United Nations property records at the Vienna International Centre and at the over 105 UNODC field office locations.

**Facilities management:** management of office space and office furniture.

**Transportation:** shipment of official property, bulk consignments for conferences, and removal of personal effects and related insurance requirement.

**Mail services:** provision of mail, pouch and distribution services for more than 200 United Nations offices and 15 other United Nations entities in Vienna.

## **Subprogramme 4 Information and communications technology operations**

### **Objective**

25F.77 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through technologies, including a coherent enterprise information and communications technology system and enterprise architecture, access to information and communications technology (ICT)-related technological innovations and a secure, coherent and resilient technology application hosting and infrastructure landscape.

## Strategy

25F.78 To contribute to the objective, the subprogramme will place client offices' programme objectives and business needs at the centre of decisions involving ICT service offerings and the implementation of new technologies. It will also support enterprise application deployments and integrate local service delivery mechanisms to avoid replication of globally available services. The subprogramme will strengthen cybersecurity through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures. It will promote cloud computing through using Secretariat-wide systems contracts and increase compliance with technology standards, guidelines and methodologies by cooperating with the regional technology centres and the Office of Information and Communications Technology.

25F.79 The subprogramme plans to support client offices on issues related to the COVID-19 pandemic by providing technology solutions that support staff in adopting the new ways of working.

25F.80 The above-mentioned work is expected to result in:

- (a) Improved service delivery by conforming with the global service procedures;
- (b) Achieving a harmonized technology landscape;
- (c) Reducing fragmentation by leading staff to incorporate tools and services seamlessly into their daily business workflows to achieve their goals with effectiveness, efficiency and satisfaction from learning about and using them;
- (d) Greater scalability by making systems more adaptable to changing needs and demands through the use of cloud-based security for enterprise applications;
- (e) A more secure, coherent and resilient technology application hosting and infrastructure landscape.

## Programme performance in 2020

25F.81 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### New way of working

25F.82 The COVID-19 pandemic changed the way of working at the United Nations, in particular remote working across the entire work force. In response, the subprogramme implemented the new United Nations Office at Vienna client support portal to enable virtual access to services for clients anytime, anywhere. The subprogramme also implemented measures to prevent and mitigate relevant cyber risks for all mission-critical processes for the United Nations Office at Vienna and deployed multi-factor authentication for all staff members, which enabled secure login to access information technology systems while working remotely. Furthermore, the subprogramme continued to provide support to users on moving their files to cloud storage. Moreover, the subprogramme supported remote meetings through different technologies, such as Microsoft Teams and Cisco Webex, and enabled remote simultaneous interpretation platforms for virtual and hybrid meetings, which provided simultaneous interpretation to remote participants.

*Progress towards the attainment of the objective, and performance measure*

25F.83 The above-mentioned work contributed to the objective, as demonstrated by 31 meetings and conferences held that were supported with remote simultaneous interpretation technologies (see table 25F.9).

Table 25F.9

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>
Simultaneous interpretations provided as in-conference room service	Simultaneous interpretations provided as in-conference room service	31 meetings and conferences with remote simultaneous interpretation technologies

**Impact of COVID-19 on subprogramme delivery**

25F.84 During 2020, the subprogramme identified new activities to support staff on issues related to the COVID-19 situation, within the overall scope of its objective. Subsequently, the subprogramme prioritized supporting remote working through the provision of cloud-based systems and accelerated the implementation of the use of desk-to-desk videoconferencing tools. The subprogramme further extended support for telecommuting arrangements and enhanced the configuration of processes to operate efficiently from any location, including document management, review and approval workflows and automation.

25F.85 Overall, the subprogramme provided a higher than planned level of maintenance and support for all applications, software licenses and information technology infrastructure, as well as equipment related to telecommuting and virtual meetings. The new activities contributed to results in 2020, as specified in the emerging result in 2020 above and accelerated programme performance, as specified under results 1 and 2, below.

**Planned results for 2022**

25F.86 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: enhancing videoconferencing<sup>56</sup>****Programme performance in 2020**

25F.87 The subprogramme has continued its efforts to modernize desktop and mobile videoconferencing services by encouraging the use of United Nations standard desk-to-desk videoconferencing tools in 2020. Since the beginning of 2019, the subprogramme has prioritized enabling staff to be more adept at using cloud-based information-sharing and collaboration tools. As a result of those efforts, staff were already prepared to use such tools that proved critical during the COVID-19 pandemic. The subprogramme accelerated its efforts on using desk-to-desk video conferencing and virtual meetings in 2020. The subprogramme also provided equipment to enable each staff member to use videoconferencing and encouraged staff to use various videoconferencing applications, including Teams, Skype and Webex.

<sup>56</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29F)).

Furthermore, the subprogramme distributed user guidelines and shared best practices on using those tools and services and conducted several workshops for empowering users to work more efficiently remotely.

25F.88 The above-mentioned work contributed the use of desk-to-desk videoconferencing by 90 per cent of Vienna-based staff, which exceeded the planned target of 75 per cent reflected in the proposed programme budget for 2020.

### Proposed programme plan for 2022

25F.89 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 new videoconferencing and virtual meeting tools standardized by the Office of Information and Communications Technology. The expected progress is presented in the performance measure below (see table 25F.10).

Table 25F.10  
Performance measure

2018 (actual)	2019 (actual) <sup>a</sup>	2020 (actual)	2021 (planned) <sup>b</sup>	2022 (planned)
Access to meeting room and conference room videoconferencing facilities for group meetings	25 per cent of staff having had the experience of participating in desk-to-desk videoconferencing	Use of desk-to-desk videoconferencing by 90 per cent of Vienna-based staff	80 per cent of Vienna-based staff able to use desk-to-desk videoconferencing	98 per cent of Vienna-based staff able to use desk-to-desk videoconferencing

<sup>a</sup> The 25 per cent rate was an interim proxy, however the actual rate achieved for 2019 was 48 per cent.

<sup>b</sup> 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: technology enables field staff to perform with less disruption<sup>57</sup>

### Programme performance in 2020

25F.90 The subprogramme has been moving to cloud computing by reducing local applications and locally hosted computing resources, such as physical servers, landline telephones, desktops, local data storage systems, and data centre facilities. The subprogramme also supported the ability to work remotely by providing staff with cloud-based information sharing and collaboration tools that are globally accessible over the Internet. Furthermore, the subprogramme implemented the new United Nations Office at Vienna client support portal to enhance support to all clients and enable virtual access to the support services of the subprogramme for clients anytime, anywhere. The new client support portal serves as the central entry point for all client service needs, allowing clients to request services and link up with the correct application or counterpart while providing essential monitoring information to the subprogramme on all administrative and support-related areas.

25F.91 The above-mentioned work contributed to the use of 23 cloud-based services by staff members, which exceeded the planned target of 14 services, reflected in the proposed programme budget for 2021.

<sup>57</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29F)).

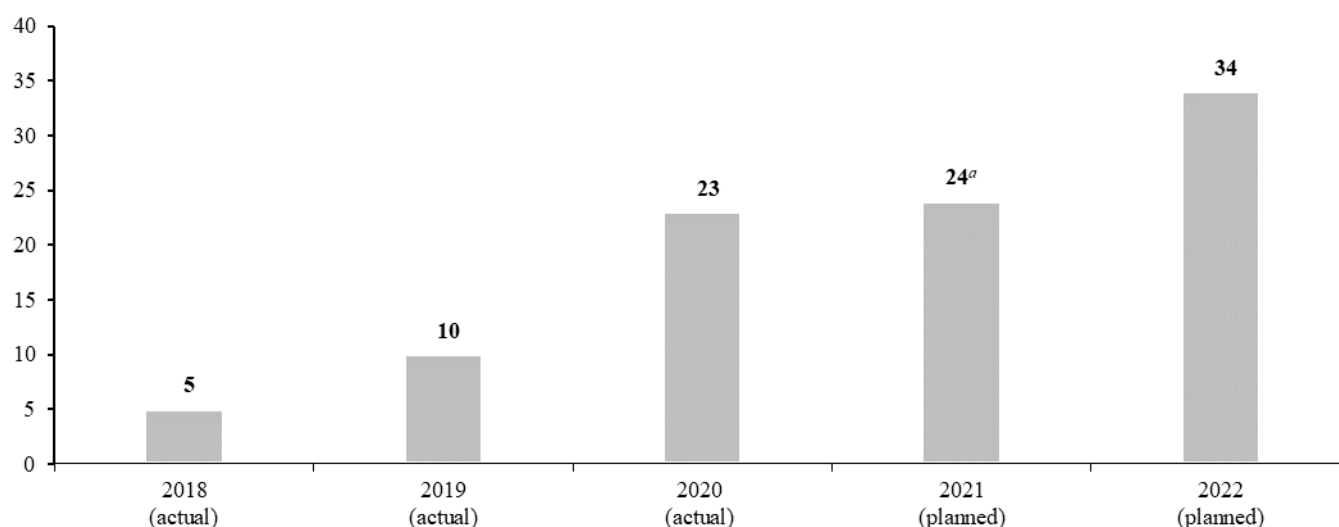


### Proposed programme plan for 2022

25F.92 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 roll out more cloud-based services in 2022, by converting local applications into cloud-based services and coordinating further migration of data from individual users and divisions to the cloud. The expected progress is presented in the performance measure below (see figure 25F.IX).

Figure 25F.IX

**Performance measure: total number of cloud-based services in use (cumulative)**



<sup>a</sup> 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: strengthening connectivity resiliency

#### Proposed programme plan for 2022

25F.93 The COVID-19 pandemic showed the importance of a resilient and sustainable network connectivity to allow staff to access information technology systems, data and tools while working remotely. In 2018, the subprogramme piloted a new, simplified network infrastructure solution to improve the networking capability in field locations. Since then, the solution was applied in three UNODC field offices (Bangkok, Cairo and New Delhi) and extended in three more offices (Brussels, Dakar and Kabul). In 2020, the subprogramme continued to strengthen network capability, particularly for UNODC field operations, and promoted mobile technology to facilitate the delivery of UNODC programmes. The subprogramme also continuously enhanced information and data security while supporting remote working during the pandemic and helped to enhance the business continuity capacity of Vienna-based secretariat units, as well as UNODC field offices.

#### *Lessons learned and planned change*

25F.94 The lesson for the subprogramme was that the configuration, which includes both wired and wireless connectivity for office computers and telephones, has improved the networking capability of all offices where it was rolled out. In applying the lesson, the subprogramme will constantly monitor the configuration to

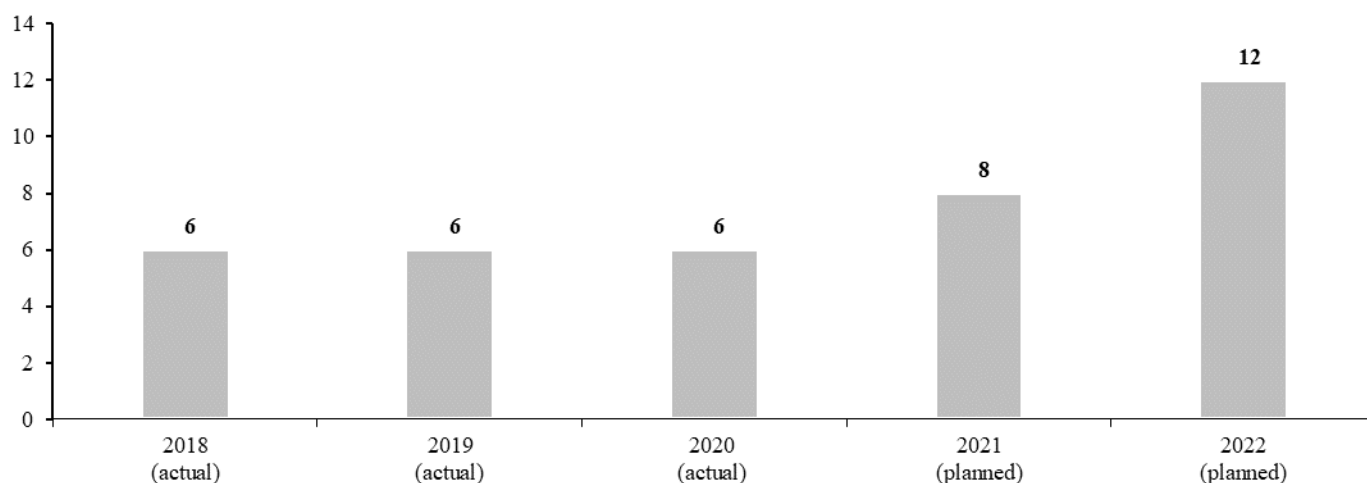
assess whether it fulfils the requirements of other field locations with weak network connectivity, so as to become a model for a more sustainable network across UNODC offices. The subprogramme will expand the implementation of cost-effective network infrastructure solutions in all UNODC field offices to create a resilient and sustainable office network with wired and wireless networking.

*Expected progress towards the attainment of the objective, and performance measure*

25F.95 This work is expected to contribute to the objective, as demonstrated by 12 UNODC field offices using the network solution (see figure 25F.X).

Figure 25F.X

**Performance measure: number of UNODC field offices using the network solution**



## Legislative mandates

25F.96 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

<a href="#">57/304</a>	Information and communications technology strategy	<a href="#">63/269</a>	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
<a href="#">63/262</a>	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity		

## Deliverables

25F.97 Table 25F.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 25F.11

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Information and communications technology:** provision of security for information technology systems and data; connectivity services for remote devices; hosting services; voice, video and data communications services; operation and maintenance of existing and new application systems in a secure environment; technical support to 3,000 end users; and advisory services on business solutions.

## **Section 29G**

### **Administration, Nairobi**

**Overall orientation****Mandates and background**

25G.1 The United Nations Office at Nairobi was established by the Secretary-General on 1 January 1996 as a successor to the United Nations Common Services Unit at Nairobi and two separate divisions of administration of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat). In its resolution [53/242](#), the General Assembly requested the Secretary-General to strengthen the Office and encouraged the Director-General of the United Nations Office at Nairobi to take steps to increase the level of utilization of the Office. The Office was established to strengthen the United Nations presence in Nairobi and to achieve economies of scale. Under a memorandum of understanding and specific service arrangements with UNEP and UN-Habitat, the Office provides them with a full range of administrative and other support services. The Office also administers the provision of common services to more than 60 offices of United Nations agencies, funds and programmes operating in or from Kenya and a range of services to the resident coordinator system. In addition, Kenya is one of 16 locations that provides in situ, location-dependent services to a global client base. In Kenya, the Office serves as the designated Secretariat service provider.

**Strategy and external factors for 2022**

25G.2 The Nairobi duty station is unique in that it hosts a diverse set of United Nations system offices and operations. Nairobi hosts a large, well-organized inter-agency network comprising more than 60 offices of United Nations agencies, funds and programmes operating in or from Kenya that make up the Common Services Management Team for which the Office is the common services provider. In addition, Kenya hosts special political missions and peacekeeping support operations. Collectively, the activities of these Nairobi-based United Nations entities make significant contributions to advancing United Nations goals and values – in Kenya, in the region and globally.

25G.3 For 2022, the Office remains committed to maintaining optimal levels of delivery. Its contribution to the United Nations development system reform will remain ongoing. Support for the global resident coordinator system, the implementation of the new business operations strategy 2.0 and common back office initiatives will continue. Progress towards the major infrastructure projects (office blocks A to J, conference

rooms and other facilities upgrades) will also remain high on the agenda of the programme.

25G.4 The Office provides human resources administration, payroll and finance services to international staff in over 131 resident coordinator offices around the world. In addition, the Office, as one of the regional service providers, supports international travel, the recruitment of consultants and procurement services for resident coordinator offices in Africa. In 2022, the Office will continue to work closely with the Department of Operational Support and the resident coordinator system to further extend the support provided.

25G.5 Furthermore, by 2022, a major new client, the Office of the United Nations High Commissioner for Refugees (UNHCR), with approximately 140 staff members, will have moved into offices at the Gigiri complex. The United Nations Office at Nairobi will demonstrate agility and adapt to the “new normal” and will encourage and support its clients to do the same. The Office will leverage the 142 acres that comprise the Gigiri complex and stimulate creative ways to make greater use of outdoor spaces, such as meeting pods. The Office will continue to strengthen its financial management and internal control systems mechanisms and its risk framework. The Office will also continue to support its clients within the existing inter-agency governance framework, strive to increase its client portfolio and forge stronger partnerships in the region. Nairobi will remain a destination in the region for medical evacuations, and the United Nations treatment facility that was completed in 2020 will serve to provide assurance of good quality medical care to United Nations system entities in the region.

25G.6 The Office will also continue to engage further with the host country Government in support of its mandate and the clients it serves. A communications strategy will be implemented, facilitating feedback from current and potential clients, in order to continue to refine the services provided.

25G.7 With regard to cooperation with other entities, the Office will continue to work with the United Nations system organizations based in Nairobi, including through the local common services governance framework. It will do so in support of United Nations common business operations, common premises and back offices. The Office will leverage best practices, eliminate duplication and overlap and generate efficiencies, synergies and coherence with a view to expanding the service base as well as ensuring efficiency and effectiveness.

25G.8 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Other organizations of the United Nations common system based in Nairobi continue to be committed to collaborating with the United Nations Secretariat on ongoing activities;

(b) The extrabudgetary funding situation of client offices does not have an adverse impact on the ability of the Office to plan and implement its activities.

25G.9 With regard to the coronavirus disease (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 have a further 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.

25G.10 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It will contribute to reaching gender parity, in line with the Secretary-General’s system-wide strategy on gender parity, by keeping

hiring managers and human resource focal points in client entities informed of the impact of selection decisions through consultations and briefings.

25G.11 In line with the United Nations Disability Inclusion Strategy, the Office looks to ensure that all major repairs and replacements at the United Nations complex in Nairobi take into account disability inclusion. Moreover, the Office is working on strengthening an inclusive organizational culture that is supportive of staff members with disabilities as well as staff who have dependants with disabilities. For this purpose, regular training opportunities about disability inclusion will be offered and clear communication of available benefits and entitlements with regard to disabilities will be provided to all staff. Furthermore, disability inclusion awareness-raising events will be organized in the context of promoting an enabling work environment. These activities will strengthen an inclusive culture that supports the voluntary disclosure of and advocacy for staff and their dependants with disabilities. The mentioned activities will be pursued in close consultation with and the active involvement of persons with disabilities and their representative organizations through the common services governance structure.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

25G.12 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the United Nations Office at Nairobi, and the Office strived to minimize the impact on delivery to clients, demonstrating agility, creativity and innovation.

25G.13 At the same time, however, some planned deliverables and activities were modified, within the overall scope of the objectives of the subprogrammes, in order to support clients on issues related to the COVID-19 pandemic. The Joint Medical Service team was central to COVID-19-related medical evacuation cases. In response to the COVID-19 pandemic, and with the aim of safeguarding the welfare of United Nations staff members and their dependants in Kenya and the region, the Office liaised with United Nations Headquarters to construct a 100-bed treatment facility in Nairobi.

25G.14 The Office also issued a back-to-office strategy that was endorsed and implemented at the inter-agency level. The strategy was introduced by the Office and included innovative ways of working. The Office collaborated with all affected United Nations agencies, funds and programmes operating in or from Kenya on all matters pertaining to COVID-19, including mandate implementation in the inter-agency network, namely, the COVID-19 crisis management team and the Common Services Management Team. With the support of the inter-agency network, capacity within the Office's Joint Medical Service to meet additional demands of clients with regard to the COVID-19 pandemic was enhanced. As a positive example of agility and client orientation, the Office's Information and Communications Technology Services facilitated the remote working of more than 4,000 staff members globally. Virtual meetings and training sessions were held seamlessly, including town hall meetings on COVID-19 that included the entire United Nations system in Kenya.

25G.15 Reflecting the importance of continuous improvement and responding to the evolving needs of client offices, the Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples include the Office's ability to provide efficient remote support through client support desks to assist with administrative, operational and personal matters, as well as its ability to accelerate the online services provided to clients through virtual cloud-based platforms in the areas of payments, training, transportation and electronic archiving and storage systems, to name just a few. The

pandemic was also an enabler that accelerated the conversion of working environments, such as the provision of more outdoor working environments (e.g., outdoor working pods) that encourage the concept of indoor/outdoor working and in turn reduce the risk of infection. Additional lessons included the streamlining of remote support mechanisms to provide more convenience for all staff, such as online physical verification services and online auction services for disposal.

## Legislative mandates

25G.16 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

52/12 A and B	Renewing the United Nations: a programme for reform	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
53/239	Report of the Secretary General on environment and human settlements	75/252	Questions relating to the proposed programme budget for 2021

## Deliverables

25G.17 Table 25G.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 25G.1

### **Cross-cutting 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

## Evaluation activities

25G.18 A self-evaluation of its client relationship management approach, including systems and staffing configuration, taking into consideration the Office's growing and globally dispersed client offices, is planned for 2022.

## Programme of work

### Subprogramme 1

#### Programme planning, finance and budget

### Objective

25G.19 The objective, to which this subprogramme contributes, is to ensure the sound, effective and efficient financial management and reporting by client offices.

## Strategy

25G.20 To contribute to the objective, the subprogramme will strengthen the financial management and internal control of the regular budget and extrabudgetary funds of the programme and that of its clients. The subprogramme will continue to support the Organization in embedding results-based management principles into its operations to improve the Organization's efficiency, effectiveness and accountability.

25G.21 The subprogramme will support client offices in the implementation of the mandated activities, provide financial services, produce accurate and timely financial reports to donors and manage funding arrangements with implementing partners. The subprogramme will further streamline the financial procedures and workflows of client offices and ensure strict adherence to the Financial Regulations and Rules of the United Nations. In addition, the subprogramme will increase engagement with client entities to implement the enhanced delegation of authority framework.<sup>58</sup>

25G.22 The subprogramme will continue to maintain the financial accounts of its clients, improve the financial integrity of data, prepare the financial statements in compliance with International Public Sector Accounting Standards (IPSAS), support the internal and external audit processes and provide assurances on the management of the United Nations resources through improved financial dashboards for client entities.

25G.23 The subprogramme plans to support its clients on issues related to COVID-19 by providing responsive support for COVID-19 initiatives in relation to organizational preparedness, isolation facilities and the 100-bed United Nations treatment facility. The subprogramme also plans to restructure the client relationship management system to ensure the continuity of financial management and reporting services provided remotely to client offices in geographically dispersed locations.

25G.24 The above-mentioned work is expected to result in:

- (a) Operational efficiency, improved stewardship of donor funds and increased accountability, and the transparency and accountability of client entities in accordance with the enhanced delegation of authority framework;
- (b) An unqualified audit opinion of the Board of Auditors for UNEP and UN-Habitat;
- (c) Enhanced decision-making by Member States on the impact of their contributions to the programme and the project implementation of the client entities.

25G.25 The planned support on issues related to COVID-19 is expected to result in:

- (a) The preparedness of the United Nations to address the impact of COVID-19;
- (b) The ability of client offices to continue the implementation of their mandates.

## Programme performance in 2020

25G.26 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 organizational resilience and response to COVID-19

25G.27 Nairobi is a unique duty station that hosts a diverse set of United Nations system offices and operations and a large, well-organized inter-agency network comprising more than 60 offices of United Nations agencies, funds and programmes operating in or from Kenya. The response to the COVID-19 pandemic required the

<sup>58</sup> [ST/SGB/2019/2](#).

United Nations Office at Nairobi, on behalf of the crisis management team, to develop a collective, all-encompassing and robust approach to meet the mandatory government requirements for quarantine and isolation, and to construct a United Nations regional treatment facility in partnership with the Nairobi Hospital to diagnose and treat infectious diseases of United Nations staff and their dependants and the staff of United Nations affiliates in the region in the light of the COVID-19 pandemic.

25G.28 The subprogramme is responsible for the overall financial management of all activities carried out by the Office. As such, the subprogramme was responsible for working with all stakeholders to ascertain the requirements of the United Nations, prepare the programme budgets for the COVID-19 pandemic response and present them for approval by the inter-agency network, and develop a cost-sharing mechanism for the preparedness requirements of the Joint Medical Service, including resources for the temporary quarantine and isolation facilities. In addition, the subprogramme provided financial management support for the construction of the United Nations regional treatment facility to support United Nations entities and operations in the region.

*Progress towards the attainment of the objective, and performance measure*

25G.29 The above-mentioned work contributed to the objective, as demonstrated by the quarantine and/or treatment at the medical facility for COVID-19 of 497 staff members and their dependants, as well as the evacuation of 15 staff members and their dependants to Nairobi during this period (see table 25G.2).

Table 25G.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	497 staff members and their dependants were quarantined and/or treated at the medical facility for COVID-19, and 15 staff members and their dependants were evacuated to Nairobi during this period

## Planned results for 2022

25G.30 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: improved grant reporting and closure of expired grants<sup>59</sup>

#### Programme performance in 2020

25G.31 The subprogramme is responsible for the management of donor contribution agreements (grants), with a total portfolio of 6,200 donor grants as of the end of 2020. After the end of each donor agreement operational period, the subprogramme works with clients to complete the financial transactions and contractual commitments of the grants and close the expired grants in Umoja to indicate the completion of actions for

<sup>59</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29G)).



the grants. Between 2015 and 2018, after the transition to Umoja, there were significant delays in the closure of expired grants. From 2019 onward, the subprogramme has implemented a management dashboard for grant closure so clients are able to monitor the progress of the closures, worked with clients to determine priority lists of grants to be closed and coordinated the closure of grants with expired agreements. The dashboard highlights pending actions and the responsible action owners, as well as problem areas that require solutions and management decisions.

25G.32 The above-mentioned work contributed to the reduction of grants from donors awaiting financial closure to 38 per cent, which exceeded the planned target of 40 per cent reflected in the proposed programme budget for 2020. The closure of 959 parent grants in 2020 resulted in a higher delivery rate.

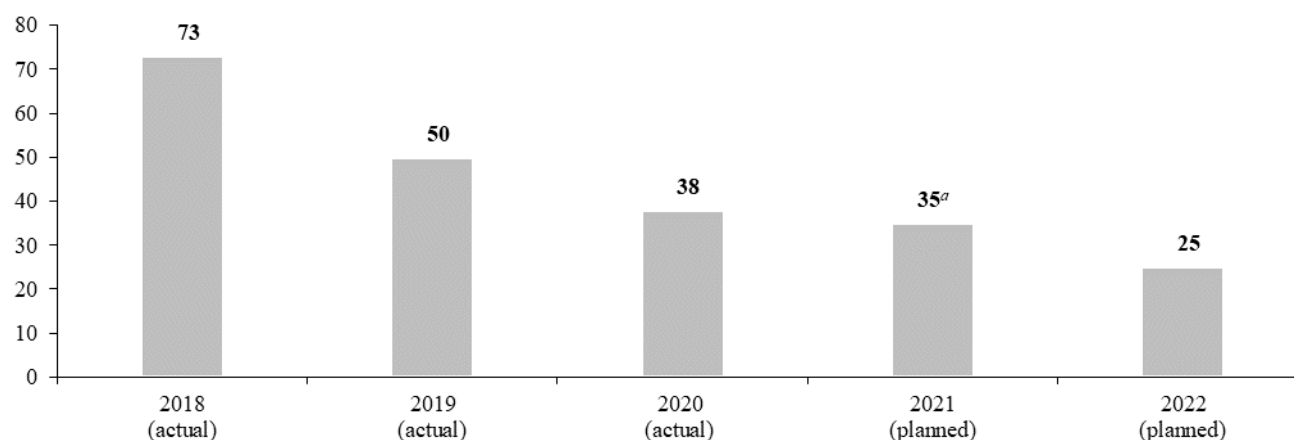
### Proposed programme plan for 2022

25G.33 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 aim at closing 75 per cent of expired grants by the end of 2022. To achieve this, the subprogramme will focus on improving the technical capacity and analytical skills of staff, streamline business intelligence reporting and leverage analytical tools to better monitor open items that hinder timely grant closure, and standardize procedures to improve quality and responsiveness to clients' reporting requirements. The expected progress is presented in the performance measure below (see figure 25G.I).

Figure 25G.I

#### Performance measure: expired grants from donors awaiting financial closure

(Percentage)



<sup>a</sup> 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: increasing monitoring and accountability in implementing partner arrangements for improved programme delivery<sup>60</sup>

#### Programme performance in 2020

25G.34 The subprogramme has introduced improved business intelligence and dashboard reports to help clients monitor the implementation of partnership agreements, and has continued to remind clients to pursue timely reporting from their partners. The subprogramme also encouraged clients to tighten the criteria for the selection of new

<sup>60</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29G)).

partners and to include financial reporting compliance as one of the prerequisites for payments to their partners.

25G.35 The above-mentioned work contributed to the financial closure of 2,822 partnership agreements in 2020, which increased the percentage of financially closed expired agreements with implementing partners to 46 per cent, exceeding the planned target of 30 per cent reflected in the proposed programme budget for 2021.

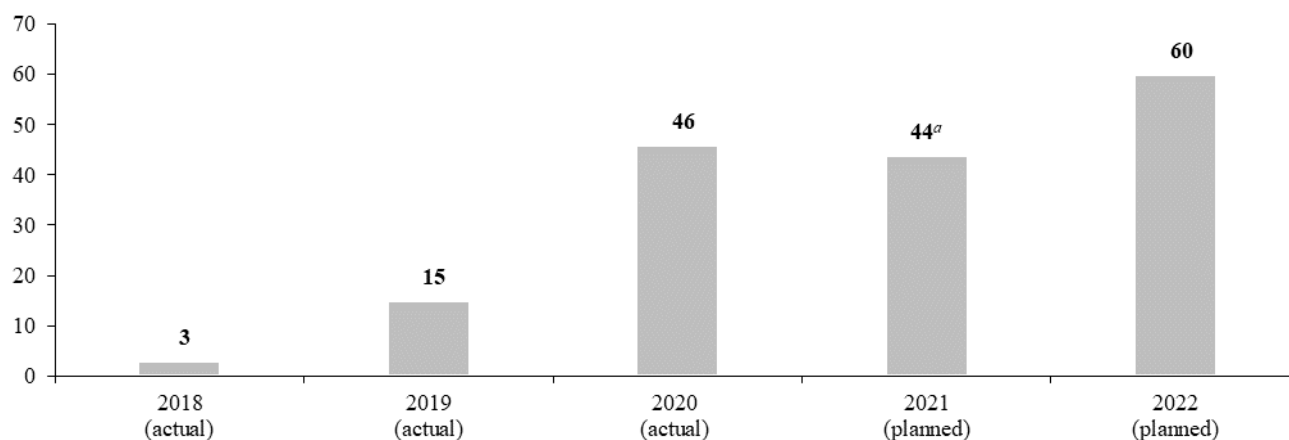
### Proposed programme plan for 2022

25G.36 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will further enforce the systematic review of long-outstanding advances provided to the implementing partners, especially in relation to expired funding agreements. This includes analysing the root causes of significant delays in reporting by the partners, and the initiation of mitigating measures to enhance accountability, such as ensuring that implementing partners account for prior advances before providing additional advances to the same partners. The subprogramme, furthermore, will continue to recommend to clients the blacklisting of non-compliant partners to enhance partner accountability with regard to their compliance with partnership policies and procedures. In addition, comprehensive status reports on advances to implementing partners will be provided on a regular basis. The subprogramme will continue to maintain direct engagement with the clients to monitor progress in the implementation of audit recommendations on the implementing partner arrangements and ensure compliance with agreed key performance indicators. The subprogramme will engage with key stakeholders on the development of improvements to the implementing partner module of Umoja Extension 2, with the aim of increasing process efficiencies and the use of Umoja functionality to meet operational requirements. The expected progress is presented in the performance measure below (see figure 25G.II).

Figure 25G.II

### Performance measure: expired agreements with implementing partners that are financially closed

(Percentage)



<sup>a</sup> 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 client relationship management and services to clients**

#### **Proposed programme plan for 2022**

25G.37 The subprogramme is the financial service provider for UNEP and UN-Habitat. The subprogramme continued to broaden its client base, including by providing financial services to the resident coordinator system. The subprogramme is committed to supporting its clients with the implementation of the enhanced delegation of authority framework for programme managers and strengthening engagement with clients to improve their understanding of IPSAS, the Financial Regulations and Rules and policies that are necessary for the implementation of the enhanced delegation of authority framework.

25G.38 In anticipation of increased demand for its services from an expanding global client base, the subprogramme established a client service centre: a single point of contact for client enquiries and service requests. Prior to this, the subprogramme had also begun, and has since completed, the migration of multiple systems to a customer relationship management system: the iNeed system. Both initiatives were undertaken with the aim of simplifying and improving the client experience and ensuring that high-quality and timely financial, accounting and reporting services can be provided to all within agreed key performance timelines. The subprogramme continues to provide consistent high-quality and timely responses to clients, while the client service centre, in addition to coordinating all client requests and responses through the iNeed system for financial, accounting and reporting services, has assumed responsibility for identifying and coordinating the delivery of training requirements, monitoring the performance of services against agreed performance indicators and reporting on client satisfaction. Since the implementation of the work-from-home modality as a result of the COVID-19 pandemic, the client service centre has committed to ensuring that the quality and timeliness of its services to its global clients are not compromised. Requests and queries were properly tracked and routed to responsible units, and the client service centre leveraged various communication channels and provided globally accessible coverage. The subprogramme has also developed an iNeed dashboard aimed at reporting on compliance against key performance indicators for various services provided to clients.

#### *Lessons learned and planned change*

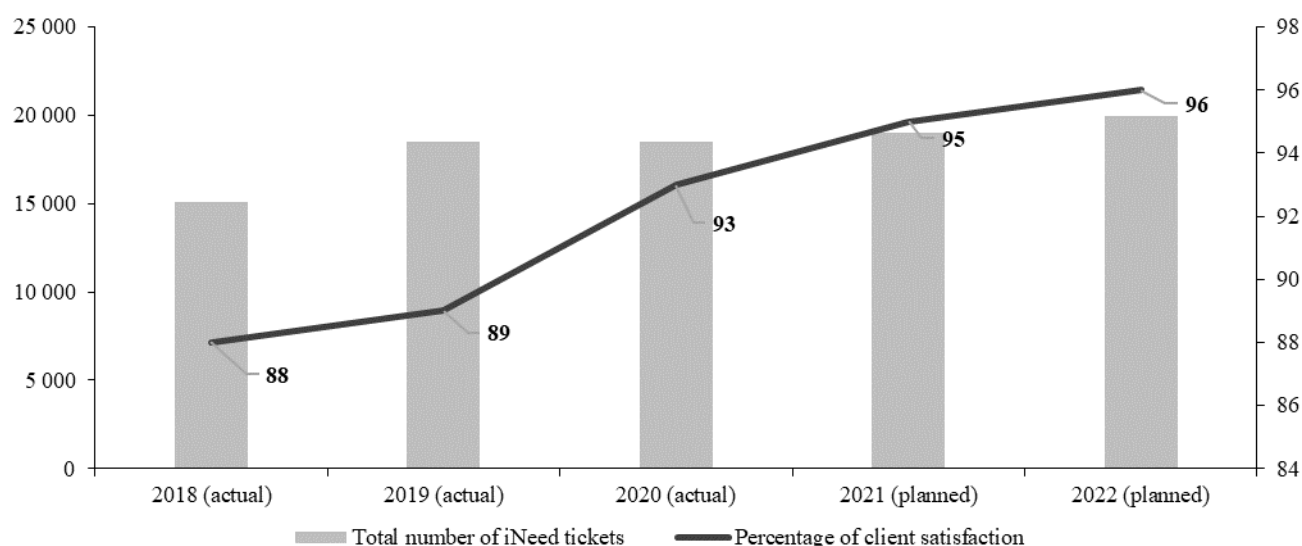
25G.39 The lesson for the subprogramme was that clients continued to demand high-quality and timely services globally from their service provider, but they also needed to continuously build their technical capacity and adopt innovative analytical tools. In applying the lesson, the subprogramme plans to strengthen its relationships with clients and build capacity for the further expansion of both services and the client base, and further improve customer satisfaction levels. The subprogramme will continue to engage with clients while enhancing the reporting dashboards to strengthen its relationship with and the capacity of its clients.

#### *Expected progress towards the attainment of the objective, and performance measure*

25G.40 This work is expected to contribute to the objective, as demonstrated by an increase in client satisfaction to 96 per cent, as measured through a survey for completed requests (see figure 25G.III).

Figure 25G.III

**Performance measure: number of iNeed tickets and percentage of client satisfaction**



## Legislative mandates

25G.41 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	75/243	Programme planning
		75/252	Questions relating to the proposed programme budget for 2021
42/211	Implementation of General Assembly resolution 41/213	75/253	Special subjects relating to the proposed programme budget for 2021

## Deliverables

25G.42 Table 25G.3 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 25G.3

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory**

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>20</b>	<b>25</b>	<b>20</b>	<b>20</b>
1. Training events on financial topics	20	25	20	20
<b>Publications</b> (number of publications)	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
2. Publications on financial statement volumes for UNEP and UN-Habitat	2	2	2	2

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> Quarterly Programme Planning, Finance and Budget Section newsletter.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> Financial management, including risk management and internal control, preparation and implementation of budgets and other resource proposals; management of posts (creation, extension, abolishment and funding); financial reporting and accounting, including 1,000 donor reports; cash and revenue management; accounting services, including processing for cost recovery; payments, payroll for more than 3,100 staff members, disbursements; guidance and advice on all financial matters; management of after-service health insurance claims for 443 staff and dependant beneficiaries, management of 19,600 grants and resolution of 18,500 requests through the client relationship management system (iNeed tickets).				

## Subprogramme 2

### Human resources management

#### Objective

25G.43 The objective, to which this subprogramme contributes, is to ensure the acquisition, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency and integrity.

#### Strategy

25G.44 To contribute to the objective, the subprogramme will facilitate the recruitment process of personnel for its clients, ensuring fair and competitive recruitment processes. In addition to the direct support provided to clients, the subprogramme will continue to collaborate with United Nations Headquarters and other offices away from Headquarters in the development and refinement of tools and processes to streamline the recruitment process experience for hiring managers and candidates, as well as to assist hiring managers in their evaluation of candidates. The subprogramme will continue its activities of strategic communication to foster greater interest from women and applicants from underrepresented countries. Furthermore, the subprogramme will provide guidance to hiring managers and entities to promote the selection of qualified candidates from the indicated categories.

25G.45 The subprogramme will also continue to develop the skills and competencies of staff members through various training programmes delivered both in-person and virtually (i.e., language programmes, leadership development, coaching, mentoring and skill- and/or career-specific training). By collaborating with other United Nations entities in jointly held training sessions, the subprogramme will also continue its efforts to offer a diversity of training sessions and courses to its clients.

25G.46 The subprogramme will continue to develop content for its internal knowledge platforms among human resources and administrative focal points, both in Nairobi and at outposted duty stations serviced by the Office, in order to ensure consistency of administration with regard to all staff members. Furthermore, the subprogramme will continue its outreach programmes to all staff members through briefings and intranet platforms to ensure that staff are knowledgeable about their benefits and entitlements and the processes by which they are authorized.

25G.47 The subprogramme will continue to deliver a comprehensive health and well-being programme that includes the promotion and awareness of staff members' mental health and physical well-being, health assessments and advice. In addition, the

subprogramme will leverage online courses and available resources at other duty stations, including New York, Vienna and Geneva.

25G.48 The subprogramme plans to support its clients on issues related to COVID-19 by providing support from its Joint Medical Service and its dedicated COVID-19 medical facility through the provision of medical surge and wellness staff to duty stations outside of Nairobi in the form of doctors, nurses and counsellors.

25G.49 The above-mentioned work is expected to result in:

- (a) An increase in the knowledge and skills of staff members;
- (b) A more diverse workforce;
- (c) The ability of client entities to respond to their changing priorities;
- (d) An increase in staff productivity at work.

25G.50 The planned support on issues related to COVID-19 is expected to result in the ensured welfare of staff members and their dependants through the dedicated medical facilities.

## **Programme performance in 2020**

25G.51 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Transfer of administration of the resident coordinator offices to the United Nations Office at Nairobi**

25G.52 Following the transition of the resident coordinator system from the United Nations Development Programme (UNDP) to the United Nations Secretariat effective 1 January 2020, the subprogramme became the global service provider for the administration of the staff members transferring to the Secretariat. Drawing upon the knowledge and years of expertise in staff administration, the subprogramme onboarded 200 international staff members serving in resident coordinator offices around the globe during the course of the year. The resident coordinator system is now the Office's third largest client, and its most diverse geographically, with offices located in 131 countries.

25G.53 The subprogramme also launched the second phase of the transition of staff from UNDP to the United Nations Secretariat, and started, among other substantive transition processes, the administrative migration of eligible locally recruited staff under core special purpose trust fund budgets of all resident coordinator offices. Building on experience from transferring internationally recruited staff members manually within four months, this second phase of the migration was handled as a data conversion rather than a manual conversion in order to improve data accuracy and minimize errors when staff members' personal information was migrated from one enterprise resource planning system to the other. Furthermore, the subprogramme also took over the processing of consultancy and individual contractor contracts for the resident coordinator offices in Africa.

### *Progress towards the attainment of the objective, and performance measure*

25G.54 The above-mentioned work contributed to the objective, as demonstrated by the seamless transition from UNDP to the Secretariat of 465 staff without interrupted services to the staff member (see table 25G.4).

Table 25G.4  
Performance measure

2019 (actual)	2019 (actual)	2020 (actual)
Decision by Member States to transfer the resident coordinator system from UNDP to the United Nations Secretariat	Seamless transition from UNDP to the Secretariat of 73 staff within 4 months (September to December 2019) without disruption of services to the staff member	Seamless transition from UNDP to the Secretariat of 465 staff in less than 3 months (mid-October to end of December 2020) without disruption of services to the staff member

## Planned results for 2022

25G.55 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: timely recruitment of consultants/individual contractors for programme delivery<sup>61</sup>

#### Programme performance in 2020

25G.56 The number of contracts for consultants and individual contractors issued to client offices increased from 1,500 in 2015 to more than 2,700 in 2020. To improve service provision, the subprogramme recruited and trained additional staff in the administration and issuance of contracts for consultants and individual contractors, streamlined the processes whereby clients submit requests for service by moving from a shared mailbox to an online system leveraging Unite Self Service (iNeed) and provided monthly training to client offices. In addition, the subprogramme implemented a dashboard on key performance indicators for the recruitment of consultants and individual contractors. The subprogramme receives and administers on average 55–60 requests per week related to this type of administration, for which it provides support to its clients.

25G.57 The above-mentioned work contributed to an increase in the percentage of job openings that met the recruitment timelines to 75 per cent, which exceeded the planned target of 70 per cent reflected in the proposed programme budget for 2020. In addition, the subprogramme reduced the processing time of contracts for consultants and individual contractors from 10 to 7 working days.

#### Proposed programme plan for 2022

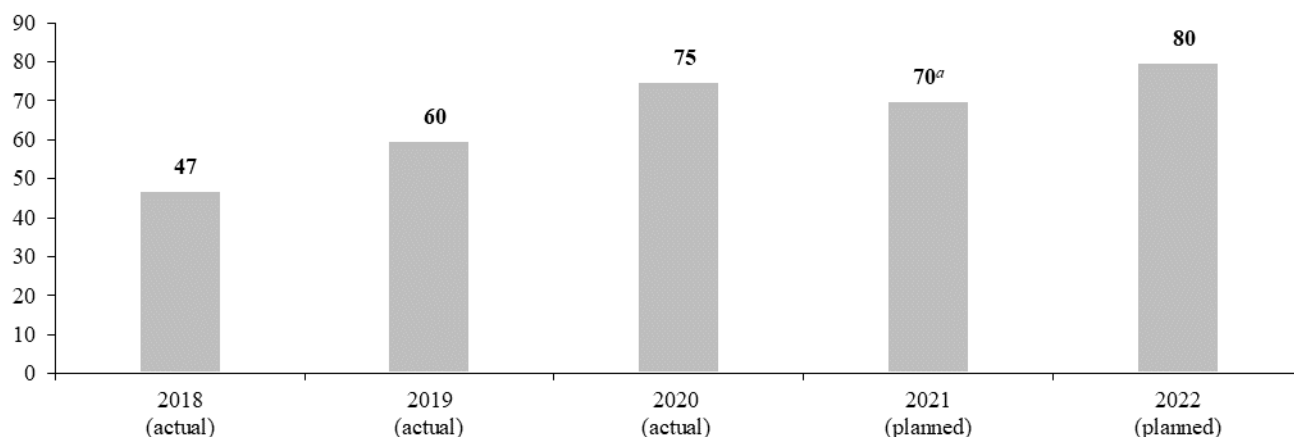
25G.58 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to improve the skills of its clients and develop their knowledge of administration and policy regarding consultants and individual contractors. The subprogramme plans to create templates and checklists to assist clients in streamlining such processing, and provide training to clients and its staff with regard to the entire process (see figure 25G.IV).

<sup>61</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29G)).

Figure 25G.IV

**Performance measure: client job openings that meet recruitment timelines**

(Percentage)



<sup>a</sup> 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: enhanced organizational effectiveness through improved onboarding process<sup>62</sup>**

### **Programme performance in 2020**

25G.59 The subprogramme developed and administered a pilot onboarding survey in the first quarter of 2020 for international staff members in the resident coordinator system who received human resources administrative services from the subprogramme. The aim was to identify existing good practices as well as priority development areas that required improvement for the onboarding of new staff (i.e., orientation of new hires). Building on this survey, the subprogramme was to launch a wider scale and ongoing onboarding survey during the calendar year. Owing to the impact of COVID-19, and the subprogramme's requirements to redistribute its resources to address the impact of the pandemic on staff, the survey was not administered to other newly onboarded staff as planned. The subprogramme nevertheless transferred elements of the orientation sessions into online modules and consistently offered them virtually.

25G.60 The above-mentioned work contributed to the implementation of some of the recommendations made by the communications innovations working group and the establishment of key performance indicators for the onboarding process, which met the planned target reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

25G.61 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 monitor performance against the established performance indicators and make necessary improvements as needed based on the responses received in surveys from newly onboarded staff. Furthermore, the subprogramme will engage in the organization-wide review of staff onboarding processes. The expected progress is presented in the performance measure below (see table 25G.5).

<sup>62</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29G)).



Table 25G.5  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Need identified to enhance the onboarding experience of new staff and improve the effectiveness of the onboarding process. A communications innovation working group was set up to review the process, identify the challenges and make recommendations	Recommendations of the communications innovations working group implemented; key performance indicators for the onboarding process established for 2021	85 per cent client satisfaction rate with the onboarding process	87 per cent client satisfaction rate with the onboarding process

<sup>a</sup> 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: portfolio of online learning expanded to global clients

#### Proposed programme plan for 2022

25G.62 In the past years, the United Nations Office at Nairobi has intensified its follow-up with management and individual staff on compliance with the nine online mandatory learning courses, resulting in a significant boost in online participant registrations for self-paced learning. Furthermore, the Office facilitated learning programmes in a primarily in-person classroom attendance mode. With the onset of COVID-19, however, the Office embarked on making its in-person classroom training available as facilitator-led virtual classroom sessions and succeeded in doing so for most of the courses on offer.

#### *Lessons learned and planned change*

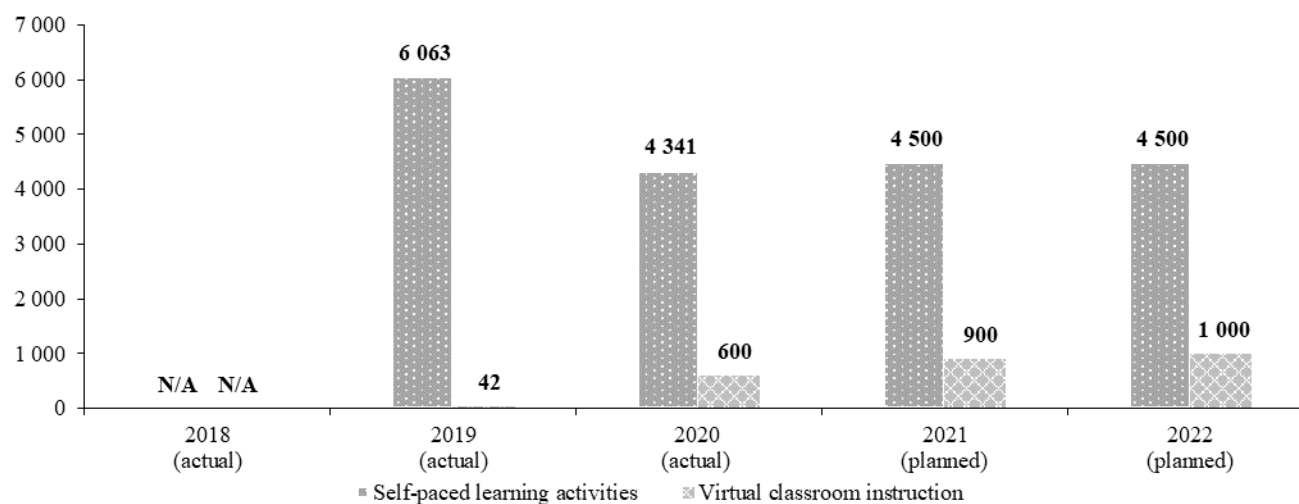
25G.63 Identified through the administration of a learning needs assessment, the lesson for the subprogramme was the increasing relevance of and continued need by staff members to access capacity development offerings online in addition to making these courses available to a global client base. In applying the lesson, the subprogramme will consult with clients on their learning needs and reach out and liaise with subprogramme 4 and the Office of Human Resources at Headquarters to develop and deploy new online self-paced courses and facilitate blended instructor-led online courses. The subprogramme will also increase and improve the portfolio of available learning programmes in relation to data analysis and best practices in the use of the corporate productivity suite.

#### *Expected progress towards the attainment of the objective, and performance measure*

25G.64 This work is expected to contribute to the objective, as demonstrated by the increased number of participants in online and virtual instructor-led courses coordinated by the Office (see figure 25G.V).

Figure 25G.V

**Performance measure: annual number of participants in self-paced online learning and virtual classroom activities**



## Legislative mandates

25G.65 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

58/144	Improvement of the status of women in the United Nations system	72/255	United Nations Common System
63/271	Amendments to the Staff Regulations	73/276	Administration of justice at the United Nations
72/254	Human resources management	73/281	Shifting the management paradigm in the United Nations

## Deliverables

25G.66 Table 25G.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 25G.6

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

### Category and subcategory

#### E. Enabling deliverables

**Administration:** First-level review in administration of justice process (formal and informal); outreach activities, including newsletters on various human resources matters, as well as human resources open days; training on competencies, substantive and technical skills, languages and communications programmes and career development for 5,300 participants; performance management; inter-agency coordination on learning in support of Nairobi-based United Nations entities; administration of tests; health campaigns, including in relation to the mental health strategy; talent acquisition (approximately 300 recruitment actions for staff and 2,000 recruitment actions for consultants annually); classification of close to 300 positions within client programmes and advertisement of job openings; expert advice and guidance on staff selection processes, staff and non-staff hiring; offer management, including when-actually-employed staff; conduct of the annual staff survey on cost of living, maximum rent levels and local salary surveys; staff pay and benefit services; expert advice and guidance on human resources policies to all clients, including on the administration and implementation of the Staff Rules and Regulations, entitlements and benefits, including payroll-related services; administration of workforce, from onboarding to separation of appointment, contracts, benefits and entitlements; medical consultations, advice and awareness programmes, including on mental health, emergency and preparedness, HIV/AIDS, support for pregnancy and breastfeeding and travel; staff counselling services.

## Subprogramme 3

### Support services

#### Objective

25G.67 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, host country services, asset management, travel and transportation, mail and pouch services, commercial activities and procurement services, as well as archives and records management.

#### Strategy

25G.68 To contribute to the objective, the subprogramme will continue to move towards the provision of sustainable and efficient solutions with a specific focus on the management of waste, energy, water and wastewater, implementing an environmental management system, significantly improving staff awareness through training on environmental sustainability and best practices, and monitoring and auditing as part of the environmental management system process.

25G.69 The subprogramme will continue to help clients with changing workspace needs within a limited office space and with the migration from traditional archiving to more efficient filing and technology-based solutions. The subprogramme also plans to work with client offices in revising office space standards. As the Office moves to a flexible workplace arrangement, all existing available office space will be redesigned to maximize usage while also optimizing working conditions and supporting the operational requirements of each tenant.

25G.70 The subprogramme will focus on expanded digital transport solutions through an integrated platform for better utilization of transport resources, and an efficient distribution between internal and external transport service providers. In addition, the subprogramme will continue to assist, advise and provide regular training to end users of these transport services as well as to the client approvers. The subprogramme has also continued outreach activities through airline and hotel open days to inform clients of the travel services available to them. In addition, the subprogramme ensures immediate and effective travel services, especially leading up to major scheduled meetings, by relocating travel personnel to the client offices to establish on-site travel hubs.

25G.71 The subprogramme will provide client-centric and solution-oriented procurement services to client entities and continuously strive to maximize best value for money with due consideration to whole-life costs and effective international competition, enhanced through extensive geographical outreach and minimized transactional costs.

25G.72 The above-mentioned work is expected to result in:

- (a) The achievement of ISO 14001 certification;
- (b) Improved physical infrastructure and optimized use of space in support of a sustainable, safe and flexible working environment, including installation of outdoor working pods to support indoor/outdoor safe working;
- (c) Efficient and convenient host country services to all clients, including remote service options to keep clients and staff safe;
- (d) Efficient and convenient digitally enabled transport solutions in use by all clients;
- (e) Efficient and convenient procurement services available virtually to all global clients.

## **Programme performance in 2020**

25G.73 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Expanded virtual procurement service for a global client base**

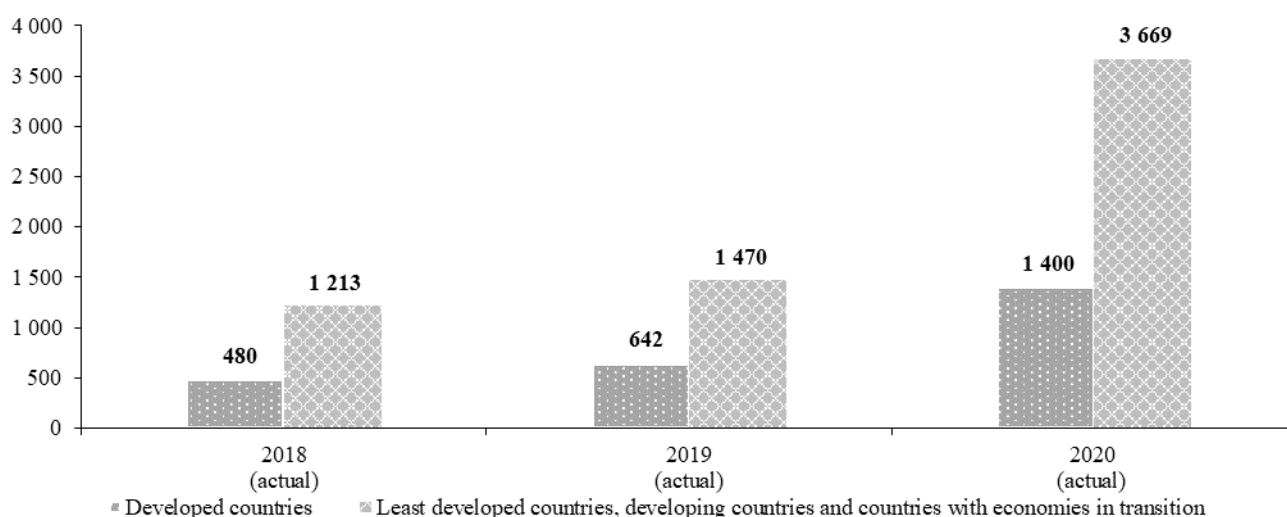
25G.74 In 2020, the subprogramme's clients had large volumes of procurement requirements for their operations in more than 70 countries spread over six continents, including Africa, Asia, Europe and Latin America and the Caribbean, North America and Oceania. By the beginning of 2020, the impact of the global pandemic on the subprogramme's capacity became evident, requiring a more client-oriented approach. From the onset of the outbreak, the subprogramme quickly transitioned its operations from paper-based processes and physical offices to virtual workspaces. The subprogramme instituted an integrated "one-stop" cloud-based (real-time) e-system called "Metrics", developed in-house, that provided access to all clients and procurement staff to requisitioning, operations and programme management services. Metrics, which is accessible from all electronic devices (including telephones) enabled global clients to submit their procurement requests seamlessly and effortlessly (less than two minutes per each requisition). The system also provided clients with a way to track the progress of their procurement action. The subprogramme, leveraging the cloud functionality, transitioned its paper-based processes and record-keeping to digital platforms and quickly embraced and implemented the use of e-signatures. The subprogramme also extensively utilized virtual bid conferences and virtual management of bid receipts and bid openings. This last initiative resulted in a significant improvement in global participation of vendors in online conferences as well as bids, especially from those vendors from developing countries and countries with economies in transition. The shift to a virtual setting enabled the subprogramme to provide an expansive suite of services to remote locations, including to projects in countries/regions with ongoing conflicts. Moreover, the subprogramme proactively conducted market research and outreach to identify potential local and regional vendors in developing countries and countries with economies in transition, which resulted in a measurably high participation of vendors from countries in those economic categories, as the virtual workspace reduced or eliminated the cost of doing business with the United Nations, which in the past had been cited as a barrier or financial burden to these vendors.

### *Progress towards the attainment of the objective, and performance measure*

25G.75 The above-mentioned work contributed to the objective, as demonstrated by the increasing number of transactions with vendors from least developed and developing countries and countries with economies in transition to 3,699 by the end of 2020 (see figure 25G.VI). Furthermore, the above-mentioned initiatives and strategies resulted in increasing the volume of business conducted with local and regional vendors, significantly enhancing competition and resulting in improved best-value outcomes.

Figure 25G.VI

**Performance measure: number of transactions per year with vendors from developed countries versus least developed countries, developing countries and countries with economies in transition**



### Planned results for 2022

25G.76 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### Result 1: sustainable architecture/facilities<sup>63</sup>

##### Programme performance in 2020

25G.77 The subprogramme has made improvements to the existing office space and continued to install more energy-efficient and sustainable facilities, thus reducing greenhouse gas emissions. In 2020, the subprogramme implemented sustainable and efficient solutions to improve waste management, reduce energy and water consumption and improve the treatment and reuse of wastewater. For example, the waste sorting station tracks, monitors, sorts and recycles all waste collected from client offices and external areas. Water conservation initiatives were focused on the installation of efficient push taps, water efficient dual flush toilets, aerating showerheads, water spray guns in the kitchens and investigations of water leaks to minimize the use and loss of this important natural resource. The subprogramme also installed new centralized septic tanks, and all wastewater for the compound is treated through the recently renovated oxidation ponds. The subprogramme has also started the replacement of fluorescent lights with light-emitting diode (LED) fittings combined with motion sensors.

25G.78 The ISO 14001 certification process is ongoing but was heavily affected by the COVID-19 pandemic, as it was not possible for the auditors to conduct on-site surveys and training. The subprogramme is focused on the auditing phase, which will help to identify gaps and discrepancies and identify solutions to address reoccurrences.

25G.79 In addition, in 2020 various improvements to convert the current traditional, static workspaces to flexible and agile workspaces were either already completed or

<sup>63</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29G)).

were ongoing as part of the Office's ongoing capital construction project. Improvements were made in office environments and extended beyond improved energy efficiencies to include improved natural ventilation and natural and artificial light. The subprogramme also implemented sustainable procurement principles focusing on sustainable, locally available and easily maintainable interior finishes, such as furniture. The subprogramme also encouraged a paperless working environment through the promotion of digital working platforms and began a revision of its policies related to archives and records management efficiencies.

25G.80 The above-mentioned work contributed to a 47 per cent reduction in water usage and a 34 per cent reduction in energy consumption, which significantly exceeded the planned targets of a 2 per cent reduction in water consumption and a 2 per cent reduction in energy consumption per person reflected in the proposed programme budget for 2021. Given the limited occupancy of the Office's premises during 2020 owing to the COVID-19 pandemic, water and energy consumption were reduced significantly, far exceeding the targets indicated for 2020, but this is not representative of normal operations, which would be expected to approach 2019 levels by late 2021. Other services, however, such as "hyper-cleaning" and sanitizing, and the installation of glass separators, had to be incorporated as a result of the COVID-19 pandemic.

### Proposed programme plan for 2022

25G.81 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 work to achieve ISO 14001 certification, the replacement of traditional fluorescent lighting in offices with energy-efficient LED fittings, the installation of solar lighting in outdoor circulation areas, including footpaths and car parks, and the installation of additional outdoor working pods not only to improve the working conditions of staff but also to reduce energy use, and will continue the replacement of sanitary fittings with water-saving alternatives (see table 25G.7).

Table 25G.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>• 80 per cent increase in recycling of office waste</li> <li>• Climate neutrality achieved through offset of emissions (1,707 tons of carbon dioxide) for 2017 data</li> </ul>	<ul style="list-style-type: none"> <li>• 500 tons of carbon dioxide emissions reduced, climate neutrality for 2018 data</li> <li>• Climate neutrality achieved through offset of emissions (2,040 tons of carbon dioxide) for 2018 data</li> </ul>	<ul style="list-style-type: none"> <li>• Climate neutrality continued to be achieved through offset of emissions</li> <li>• 34 per cent reduction in energy consumption due to limited occupancy during 2020</li> <li>• 47 per cent reduction in water consumption due to limited occupancy during 2020</li> </ul>	<ul style="list-style-type: none"> <li>• 5 per cent reduction in carbon dioxide emissions</li> <li>• 8 per cent reduction in energy consumption per person (based on normal resumed occupancy)</li> <li>• 2 per cent reduction in water consumption per person (based on normal resumed occupancy)</li> <li>• Average 150 m<sup>3</sup> of water treated per day (based on</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to offset annual emissions</li> <li>• 4 per cent reduction in energy consumption per person (against 2019 baseline)</li> <li>• 2 per cent reduction in water consumption per person (against 2019 baseline)</li> <li>• ISO 14001 certification</li> </ul>

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		<ul style="list-style-type: none"> <li>• Estimated half the average 90 m<sup>3</sup> per day of water treated owing to the low occupancy</li> </ul>	normal resumed occupancy)	

<sup>a</sup> 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: efficient management of e-waste and construction waste<sup>64</sup>**

### **Programme performance in 2020**

25G.82 Since 2020, the Nairobi compound has been subject to a number of major maintenance projects (e.g., roof waterproofing, glazing replacement, basement refurbishments, car park and road upgrades) which has led and will continue to lead to a higher volume of construction waste. To ensure the efficient management of this unavoidable construction waste, the subprogramme has rolled out two programmes to monitor and track e-waste as well as monitor construction waste from the major maintenance and renovation works scheduled for 2020, including waste resulting from the renovation of basement space to office space, which consisted of concrete walling, old doors and windows, and electrical, lighting and sanitary fittings as well as some metal. E-waste is recycled through public auction sales, and in 2020 a significant quantity was recycled, representing a significant overachievement with regard to the original target set for 2020, predominantly through the disposal through auction of large electrical items, including solar panel batteries and uninterruptible power supply units.

25G.83 The above-mentioned work contributed to the recycling of 34,226 kg of construction waste and the recycling of 9,867 kg of e-waste, which exceeded the planned target of 30,000 kg of construction waste recycled reflected in the proposed programme budget for 2021.

### **Proposed programme plan for 2022**

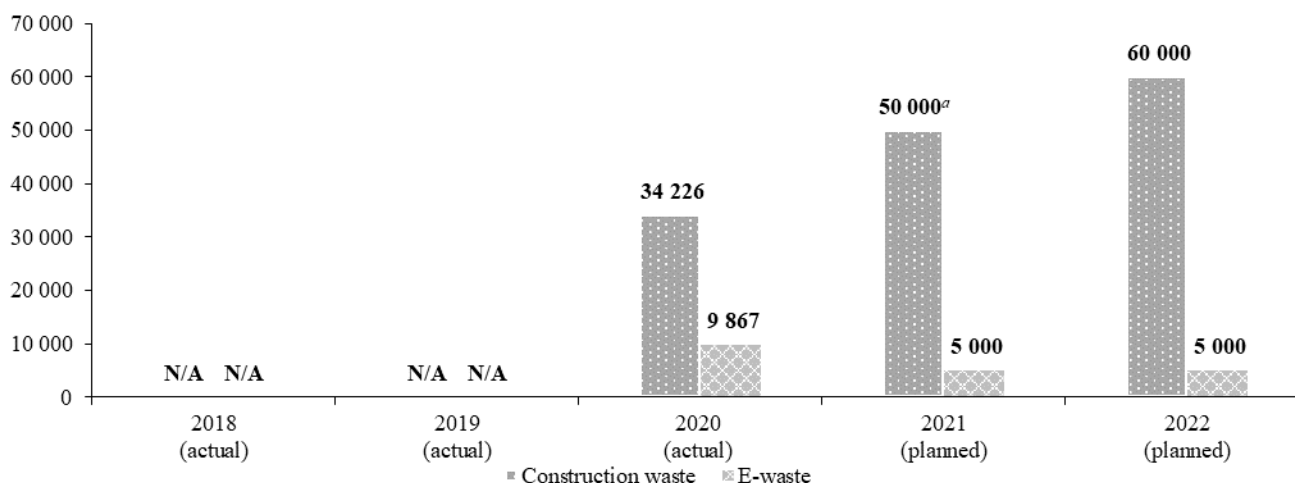
25G.84 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to ensure that all waste related to construction and major maintenance is recorded by waste type and the disposal method is confirmed with a focus on recyclable disposal methods. All construction contractors will be targeted to comply with these requirements. Public online auctions will be held on a regular basis and extended to all United Nations entities based in Kenya that require efficient and sustainable disposal services, including for e-waste. The expected progress is presented in the performance measure below (see figure 25G.VII).

<sup>64</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29G)).

Figure 25G.VII

**Performance measure: annual quantity of recycled construction waste and e-waste**

(Kilograms)



<sup>a</sup> 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 digital transport solution****Proposed programme plan for 2022**

25G.85 The Office has a broad and diverse transport responsibility that includes the provision of staff bus services (morning and evening), taxi, hire car, an out-of-hours shuttle and the management of a fleet of approximately 20 vehicles. These transport services provide efficient travel logistics to a large number of United Nations clients based in Nairobi in order to assist with cost-effective commuting for their staff, which reduces congestion in the area. The provision of transport services to major clients also supports meeting and conference participants and facilitates travel to official events and visits to third-party locations and government offices. All vehicles are provided with service management, fuel, cleaning, monitoring and driver management services. The Office intends to move from the current disparate range of numerous outsourced services to a more efficient consolidated transport service run on a single platform. The move will be gradual, as will the benefits that the Office and all clients (corporate and individual) gain, which will include more efficiency, administrative time savings and client convenience, as well as enhanced customer service through a flexible, reliable and easily accessible mobile application.

*Lessons learned and planned change*

25G.86 The lesson for the subprogramme was that pilot projects conducted for the out-of-hours shuttle and digital taxi transport options proved to be more efficient, providing greater real-time flexibility to staff (using a telephone-based application), with more door-to-door convenience (through vehicles that had smaller configurations), as well as time savings achieved by using shorter routes. Overall, this significantly improved client convenience. There was also time saved on administration, and much-improved client satisfaction regarding the ease of use for all users and approvers of the online and mobile application. In applying the lesson, the subprogramme plans to extend these pilot services to more United Nations clients and to incorporate the staff bus



service as part of the digital transportation solution, providing all staff with a more efficient, convenient and flexible transport solution.

*Expected progress towards the attainment of the objective, and performance measure*

25G.87 This work is expected to contribute to the objective, as demonstrated by the increased accessibility of transportation services available to clients, who are able to request such services through a single and intuitive platform (see table 25G.8).

Table 25G.8

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Multiple fragmented third-party transport providers for staff bus, taxi, hire car and out-of-hours shuttle	<ul style="list-style-type: none"> <li>Multiple fragmented third-party transport providers for staff bus, taxi, hire car and out-of-hours shuttle</li> <li>Pilot for digital taxi and shuttle services trialled in 2019</li> </ul>	<ul style="list-style-type: none"> <li>Significantly reduced need for staff or official transportation owing to the COVID-19 pandemic in 2020</li> <li>Roll-out of digital taxi and shuttle services delayed to 2021</li> </ul>	More accessible and convenient taxi and shuttle services available in various ways, including mobile applications	Increased accessibility of transportation services available to clients, who are able to request such services through a single and intuitive platform

**Legislative mandates**

25G.88 The list below provides all mandates entrusted to the subprogramme.

*General Assembly resolutions*

58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system	58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/272	Special subjects relating to the proposed programme budget for the biennium 2004–2005, section I, information and communication technology strategy	62/269	Procurement reform
		69/273	Procurement
58/276	Outsourcing practices		

**Deliverables**

25G.89 Table 25G.9 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 25G.9

**Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Administration:** Management and maintenance of United Nations-owned land/premises/buildings (140 acres), including its 8 office blocks A–J, 11 office blocks M–X, 8 office blocks for new facilities, for a total of 73 office floors, 14 conference rooms, grounds and other buildings and infrastructure; management of office space, redesign of office layouts and configurations to serve the needs of the United Nations offices, other Secretariat departments and offices of other United Nations entities in Nairobi.

**Logistics:** Receipt and inspection; issuance on average of over 400 laissez-passer and over 16,000 travel requests and other travel documents, travel arrangements for staff and meeting participants; handling of all privileges and immunities for approximately 2,000 entitled staff for 53 United Nations entities subscribed to the host country services provided by the United Nations Office at Nairobi on behalf of the Government of Kenya.

**Procurement:** Planning procurement and sourcing support for the acquisition of goods and services; issuance of over 5,000 purchase orders per year for goods and services.

**Asset management:** Physical verification of 23,000 property records, including assets and equipment in Nairobi, and monitoring of over 33,000 property records for UNEP and UN-Habitat at over 100 outposted locations globally; financial and non-financial inventories, warehousing and disposal.

**Facilities management:** Management of office space and office furniture.

**Transportation:** Shipment of official property, bulk consignments for conferences, and the removal of personal effects and related insurance requirements.

**Mail services:** Mail, pouch, distribution, registry and archiving services.

**Subprogramme 4****Information and communications technology operations****Objective**

25G.90 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through innovative technology solutions, while maintaining secure, coherent and resilient technology services and infrastructure backbone.

**Strategy**

25G.91 To contribute to the objective, the subprogramme will propose innovative solutions through consultative engagements with the client entities to ensure that their programme objectives and business needs are at the centre of the decisions on information and communications technology (ICT) service offerings and on the implementation of new technologies.

25G.92 The subprogramme will also continue to develop and deploy an innovation process that will offer the capability to test new technologies and solutions to determine their business benefits and feasibility. Given current industry trends, it is imperative to explore and adopt new technologies when they promise to bring business benefits, especially in a reliable, consistent and sustainable manner.

25G.93 The subprogramme also plans to accelerate the adaptation of cloud-based solutions such as Unite Workspace for file system and voice/video collaboration, transform local service desks to mobile service desks, extend the mobile data bundle and provide remote simultaneous interpretation virtual conference solutions to enable

client entities to deliver their mandates and Member States to collaborate. The above-mentioned work is expected to result in:

- (a) Empowered clients that take effective decisions and have access to more timely and responsive services;
- (b) ICT capabilities that are developed through a more integrated planning and prioritization process;
- (c) Client entities' business needs that are fulfilled through an agile implementation of new and innovative technologies;
- (d) Client entities' substantive programmes that are implemented more efficiently and effectively.

## **Programme performance in 2020**

25G.94 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Virtual conferences and town hall meetings**

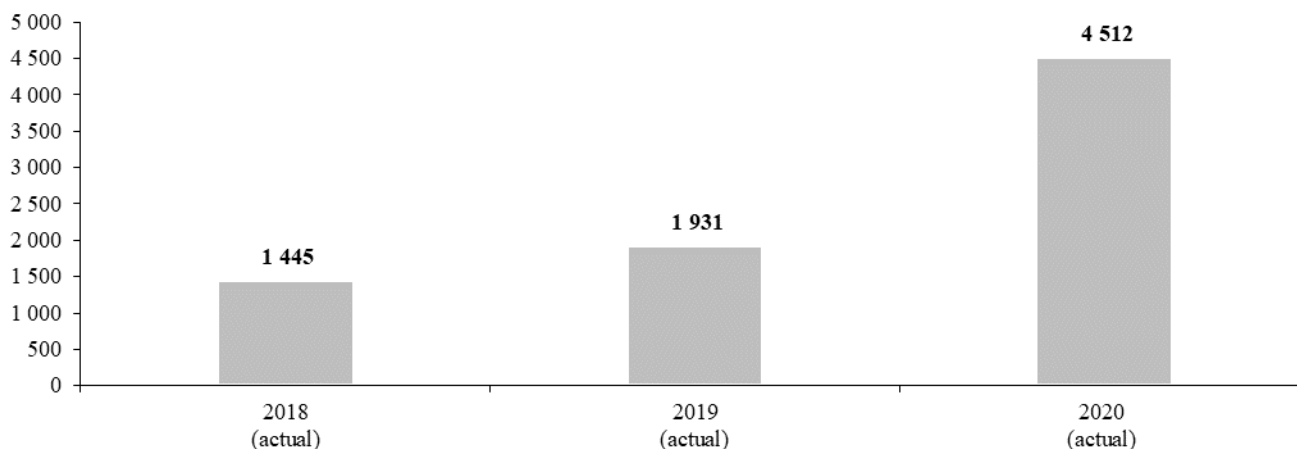
25G.95 Using the remote working arrangements introduced during the pandemic, the subprogramme coordinated, delivered and supported virtual delegate conferences and client town hall meetings. The subprogramme reprioritized its resources to focus on rapidly introducing new videoconference technologies and remote simultaneous interpretation services. The subprogramme worked closely with the Office of Information and Communications Technology (OICT) to evaluate and introduce remote simultaneous interpretation systems and leverage system contracts to provide the services. In addition, the subprogramme worked to prepare executive offices and delegates by holding multiple dry runs, and then provided live event support and post-event lessons learned, documentation and recordings.

#### *Progress towards the attainment of the objective, and performance measure*

25G.96 The above-mentioned work contributed to the objective, as demonstrated by the availability of 4,512 hours of official videoconference and remote simultaneous interpretation meetings for client entities and Member States. The number of official videoconference and remote simultaneous interpretation meetings doubled compared with previous years, and used technologies such as videoconferencing, remote simultaneous interpretation systems, Unite Teams meetings, live events and WebEx (see figure 25G.VIII).

Figure 25G.VIII

**Performance measure: number of hours of official meetings with videoconference and remote simultaneous interpretation services available**



### Planned results for 2022

25G.97 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: the United Nations Office at Nairobi smart office, enabling UNEP and UN-Habitat staff to work securely anywhere at any time<sup>65</sup>

#### Programme performance in 2020

25G.98 The subprogramme implemented technologies to achieve its goal to support its clients' work anywhere and everywhere. It accelerated the adoption of the United Nations cloud-based productivity and collaboration platform (Unite Workspace); shifted clients' desk phones to their computer desktops for calls within the United Nations system using existing licences; provided a connectivity safety net through private partnerships to augment home office Internet connectivity with mobile telephone connectivity; and virtualized the local service desk to support clients through Unite Workspace and "soft IP telephony". When the Nairobi campus switched to remote working modalities, these technologies provided uninterrupted continuity of operations with the campus and a transition to a cloud-connected, green and secure campus supported using virtual means.

25G.99 The subprogramme remained focused and connected to its clients during the pandemic through the establishment of a regular business relationship management programme. Regular engagements were held with clients to understand emerging client ICT requirements, advise on new ICT services and review the quality of their experience when working with the subprogramme during the previous period.

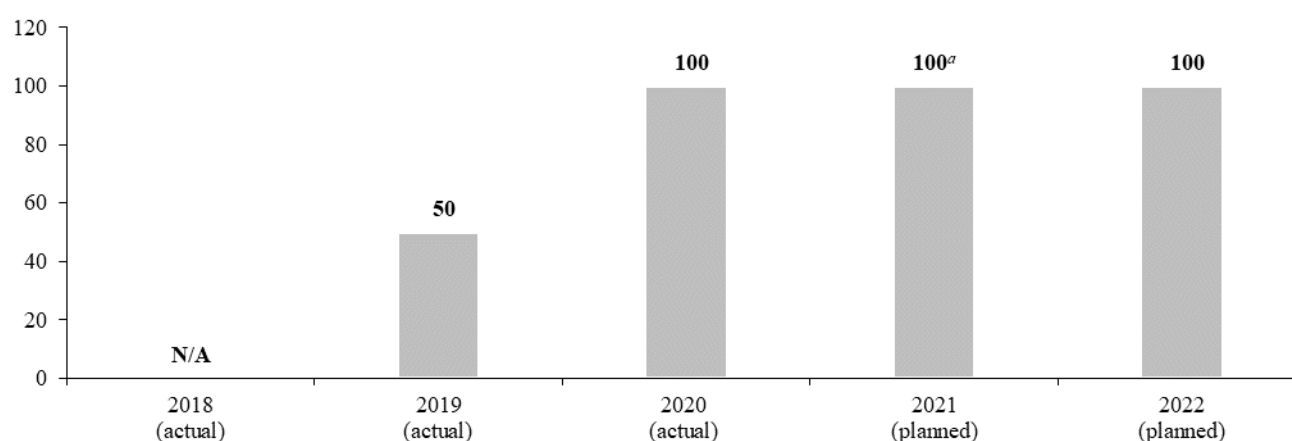
25G.100 The above-mentioned work contributed to achieving 100 per cent cloud-based content for UNEP and UN-Habitat. This exceeded the planned target of 75 per cent reflected in the proposed programme budget for 2020.

<sup>65</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29G)).

### Proposed programme plan for 2022

25G.101 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to the maintenance of the objective, the subprogramme will focus on providing operational support and maintenance through the timely resolution of client service requests and roll out new features of existing enterprise cloud-based applications to enhance users' virtual experience, collaboration and productivity. This will be done while maintaining a secure, coherent and resilient infrastructure backbone. The expected progress is presented in the performance measure below (see figure 25G.IX).

Figure 25G.IX  
**Performance measure: UNEP and UN-Habitat content on the cloud**  
 (Percentage)



<sup>a</sup> 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: increased number of innovative solutions<sup>66</sup>

#### Programme performance in 2020

25G.102 The subprogramme has enhanced the knowledge and the skill sets of its staff to support clients with the move to cloud-hosted services, and offered innovative solutions on areas such as Unite Workspace, data services, a connectivity safety net and remote simultaneous interpretation services, which enabled users and Member States to collaborate effectively during the pandemic. The subprogramme also collaborated with OICT at United Nations Headquarters to leverage cloud hosting. In addition, the subprogramme continued to explore new innovative solutions, such as an enterprise active directory, virtual desktop management and an information security dashboard to support the client base.

25G.103 The above-mentioned work contributed to an increase in the number of innovative solutions to seven, which exceeded the target of four reflected in the proposed programme budget for 2021. Furthermore, the introduction of cloud-based solutions has enabled the United Nations Office at Nairobi to shut down many servers and migrate content to enterprise systems, which has resulted in a reduction of the data centre's carbon footprint by 45 per cent. In addition, this contributed to a reduction in

<sup>66</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29G)).

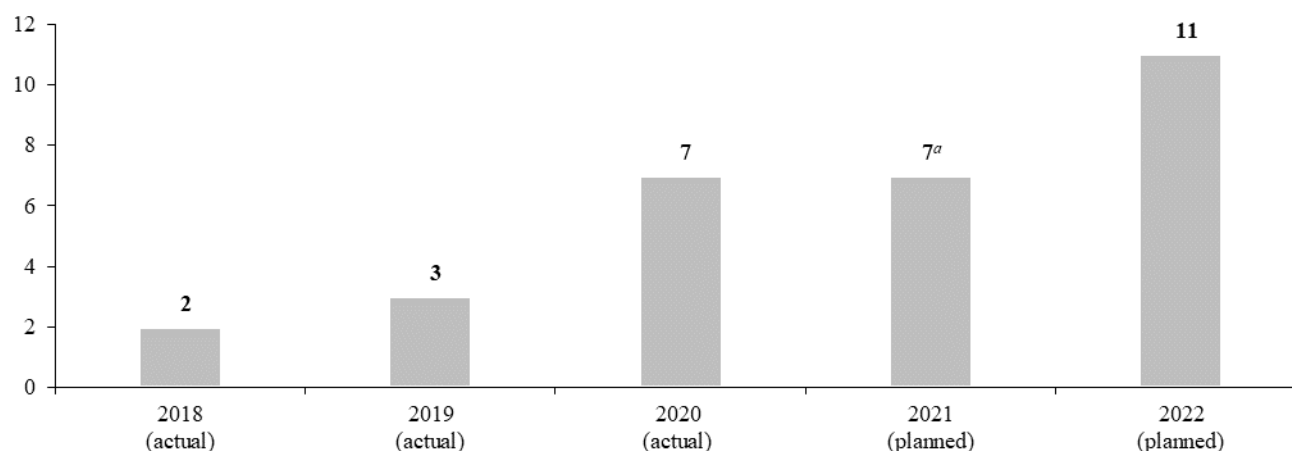
the Office's carbon emissions of approximately 140 tons, contributing to green environmental sustainability.

#### **Proposed programme plan for 2022**

25G.104 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will shift to cloud-based enterprise active directory services to simplify and further secure and harmonize client access to enterprise services. In addition, virtual desktop management services will be deployed and enable the ICT technical team to enforce security policies and software updates of users' computers remotely, independent of their location. Furthermore, the Information and Communications Technology Services in Nairobi will work with OICT to design and implement an information security dashboard to improve security monitoring and compliance. The subprogramme will continue its efforts to adopt cloud-based technologies, reduce the data centre footprint and harmonize ICT network infrastructure to reduce carbon emissions by 10 per cent in 2022. The expected progress is presented in the performance measure below (see figure 25G.X).

Figure 25G.X

**Performance measure: total cumulative number of innovative solutions available to client offices**



<sup>a</sup> 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: access to information and communications technology services by a larger client base**

##### **Proposed programme plan for 2022**

25G.105 The subprogramme, in support of the United Nations development system reform, is committed to contributing to the increased effectiveness of United Nations operations by implementing the business operations strategy 2.0. The subprogramme engaged with the offices and departments of the United Nations Secretariat and United Nations agencies, funds and programmes co-located in Nairobi, offering ICT services both on and off the Nairobi campus. The preparation for and response to the pandemic provided an opportunity to accelerate and further improve the already large portfolio of services offered to clients, making them available anywhere and anytime to support clients' mobile and flexible workplaces.

### *Lessons learned and planned change*

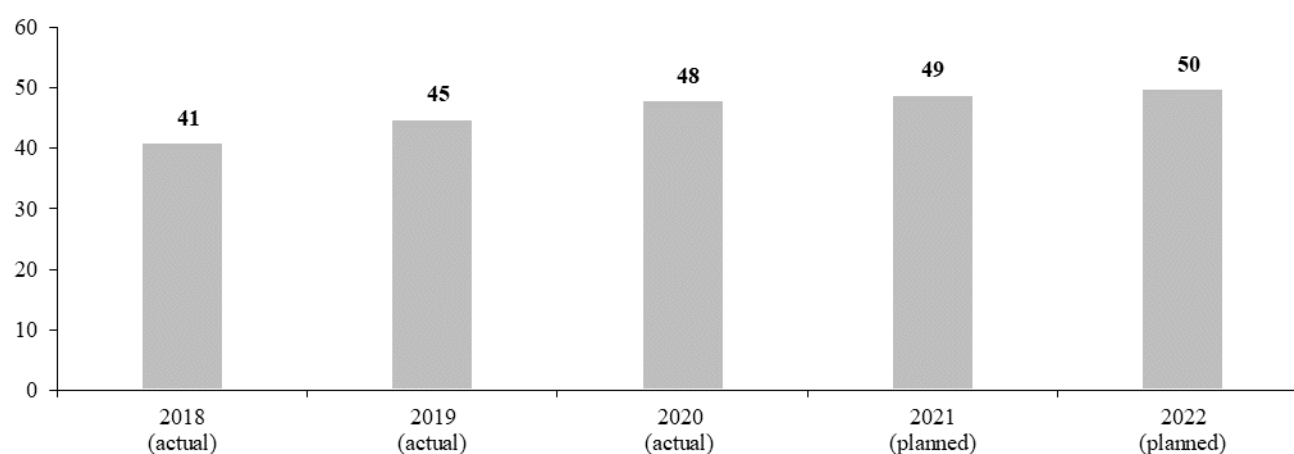
25G.106 The lesson for the subprogramme was that it had the ability and confidence to provide remote office support that enabled existing clients to work from anywhere and everywhere during the pandemic, and to service new client entities such as UNHCR and the resident coordinator offices. The subprogramme has demonstrated its ability and agility to deliver services and support to diverse, geographically dispersed clients. In applying the lesson, the subprogramme will engage with potential clients and offer cloud-based solutions such as remote simultaneous interpretation, Unite Workspace and commonly managed network and Internet services to gain greater effectiveness across the system by fulfilling the goals of the business operations strategy 2.0.

### *Expected progress towards the attainment of the objective, and performance measure*

25G.107 This work is expected to contribute to the objective, as demonstrated by the increased number of clients with access to ICT services provided by the subprogramme (see figure 25G.XI).

Figure 25G.XI

**Performance measure: number of United Nations entities with access to information and communications technology services provided by the subprogramme**



## **Legislative mandates**

25G.108 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

57/304	Information and communication technology strategy	63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity		

## **Deliverables**

25G.109 Table 25G.10 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 25G.10

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables**

**Information and communications technology:** Provision of security for information technology systems and data for 2,600 end users; connectivity services; hosting services; voice, video and data communications services; operation and maintenance of existing and new application systems in a secure environment; technical support to end users; 3,000 information technology equipment items maintained.



## Programme 26

### Internal oversight

### Overall orientation

#### Mandates and background

26.1 The Office of Internal Oversight Services (OIOS) is responsible for assisting the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through the provision of internal audit, inspection and evaluation, and investigation services. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [48/218 B](#), [54/244](#), [59/272](#), [64/263](#), [69/253](#) and [74/257](#). The Office will continue to maintain its operational independence in carrying out its objectives.

26.2 Through internal audit, the Office examines, reviews and appraises the use of the financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates and ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies; and undertakes performance audits to assess responsiveness to the requirements of programmes and legislative mandates and the effectiveness of the system of internal control of the Organization.

26.3 Through programme evaluations and inspections, the Office evaluates the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization.

26.4 Through investigations, the Office investigates reports of violations of United Nations regulations, rules and pertinent administrative issuances and transmits to the Secretary-General the results of such investigations, together with appropriate recommendations to guide the Secretary-General in deciding on jurisdictional or disciplinary action to be taken.

26.5 The Office may also provide support and advice to management on the effective discharge of their responsibilities and on the implementation of recommendations, and facilitate self-evaluation by programme managers through appropriate methodological support.

26.6 The Independent Audit Advisory Committee continues to provide the Office with advice to strengthen the programme's risk-based planning and budgeting through the use of capacity gap assessments as a basis for identifying the resources needed by the Office to implement its mandate effectively and efficiently.

#### Strategy and external factors for 2022

26.7 In support of the Secretary-General's focus on building a more sustainable and inclusive future and on reforming the Organization to better deliver against this vision, the strategy for 2022 prioritizes the programme's activities in the following areas: (a) the provision of support to Member States on the implementation of the Sustainable Development Goals; (b) the response to the coronavirus disease (COVID-19) pandemic and the lessons learned on United Nations system coherence and business continuity; (c) the implementation of the Secretary-General's reforms of the management, peace and security, and development pillars; (d) the strengthening of organizational culture on the basis of respect, equality and results; and (e) the

implementation of the Secretary-General's strategies on data, gender parity and environmental sustainability.

26.8 Effective engagement with the senior leadership of the Organization will help the programme identify risks to the Organization and provide timely assurance and advice on issues related to the efficient, economical, effective and ethical management of the Organization's resources.

26.9 For 2022, the Office's planned deliverables and activities reflect strengthened approaches that incorporate lessons from the COVID-19 pandemic. Such planned deliverables and activities include oversight assignments that focus on the impact on programme results and outcomes of the United Nations response to COVID-19. Specific examples of such planned deliverables and activities are provided under subprogrammes 1 and 2.

26.10 With regard to cooperation with other entities at the global, regional, national and local levels, the Office coordinates its work with the Board of Auditors and the Joint Inspection Unit, and liaises as appropriate with relevant offices involved in the internal justice system of the Organization.

26.11 With regard to inter-agency coordination and liaison, the Office is a participating member of the Representatives of Internal Audit Services of the United Nations Organizations, the United Nations Representatives of Investigative Services and the United Nations Evaluation Group. The programme cooperates closely with academia through the United Nations System Staff College and the "evaluation practitioners exchange" seminars of the United Nations Evaluation Group, which also involve members of the international and national evaluation communities, including EvalPartners.<sup>1</sup>

26.12 With regard to external factors, the overall plan for 2022 is based on the planning assumption that the Office will have unimpeded access to the Organization's staff and its records and other required information.

26.13 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

26.14 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Subprogramme 1 assesses gender-related risks and includes appropriate audit coverage. Subprogramme 2 conducts its evaluations in accordance with relevant General Assembly resolutions and in line with United Nations Evaluation Group guidance documents. Subprogramme 3 has developed a gender-responsive, victim-centred methodology for investigations of sexual exploitation and abuse and workplace sexual harassment.

26.15 The Office is committed to pursuing the goals of inclusion and empowerment of persons with disabilities and will report on its performance against the accountability framework contained in the United Nations Disability Inclusion Strategy. In 2022, the Office's work will also cover the Organization's activities to implement the Strategy.

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<sup>1</sup> EvalPartners, formed by the International Organization for Cooperation in Evaluation and the United Nations, is an innovative partnership whose members are civil society organizations and voluntary organizations for professional evaluation.

26.16 The Office will strive to maintain a working environment that emphasizes responsibility for results and fosters harmony, learning and professionalism. The Office will focus on ensuring that staff are equipped with the knowledge and skills necessary to effectively propose solutions to address risks and gaps in implementing the Secretariat's data, gender parity, environment and disability strategies; the programmatic integration of the COVID-19 response; and the increased delegation of authority to the field with improved focus on results. This will translate, for example, to the strengthening of the generic job profiles for auditors with the inclusion of a requirement for data analytics skills. OIOS will also enhance methodological guidance for thematic and outcome evaluations of programmes, including for peacekeeping components, and finalize guidance to incorporate COVID-19 response and lessons learned into evaluation designs. The Office will also incorporate the implementation of gender parity, environmental concerns and disability inclusion into all relevant oversight activities. Subprogramme 3 will strengthen the use of data that is readily available to inform investigation planning. In addition, using the web-based, analytical functionality of TeamMate, the programme will strengthen its communication and reporting capacity with regard to following up on recommendations.

## **Programme performance in 2020**

### **Impact of COVID-19 on programme delivery**

26.17 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The Office had to remotely implement oversight activities that are normally undertaken in person or accomplished through direct observation. It also had to cancel or postpone several planned internal audit and evaluation assignments. Specific examples of the impact are provided under each of the three subprogrammes. The change in approach and the postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 1 and 2.

26.18 At the same time, however, the Office identified new activities and modified planned activities within the overall scope of the objectives of the programme, in order to support entities on issues emerging during the COVID-19 pandemic. Those modifications included, for example: additional advisory services to support risk assessments in response to COVID-19 for field missions; support at Headquarters for the Department of Operational Support in the pre-audit of emergency procurement related to COVID-19; and support for the Organization generally by providing a theory of change in support of the COVID-19-related risk assessment. A summary of these activities is provided under subprogrammes 1 and 2.

26.19 Reflecting the importance of continuous improvement, and as part of its efforts to build back better, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples and lessons learned include the critical need for the programme to further its knowledge of, and effective access, to the information and communications technology (ICT) systems and data that the Office relies on to perform its function. The programme plans to develop the OIOS data strategy to strengthen its organizational resilience to disruptions and ensure business continuity.

## Legislative mandates

26.20 The list below provides all mandates entrusted to the programme.

### General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations	61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
60/1	2005 World Summit Outcome		
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	74/257	Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263 and 69/253

## Deliverables

26.21 Table 26.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 26.1

### Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	2	2	2	2
1. Report on the activities of the Office of Internal Oversight Services (Part I)	1	1	1	1
2. Report on the activities of the Office of Internal Oversight Services (Part II)	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	37	18	19	31
3. Meetings of the Fifth Committee	8	8	8	8
4. Meetings of the Committee for Programme and Coordination	21	4	3	17
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	2	4	2
6. Meetings of the Independent Audit Advisory Committee	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	—	3	4	2
7. Training on the Office of Internal Oversight Services recommendation monitoring system	—	3	4	2
<b>Publications</b> (number of publications)	2	1	2	1
8. Semi-annual report to the Secretary-General	2	1	2	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> expert advice to management on cross-cutting issues related to governance, risk management and control, as well as the results of oversight activities.				
<b>Databases and substantive digital materials:</b> maintenance of a comprehensive database and dashboard for monitoring the status of implementation of the approximately 1,000 open recommendations of the Office.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> content on communications platforms, briefings and presentations on oversight activities.				

## **Evaluation activities**

26.22 While OIOS is not evaluated, its subprogrammes follow internal oversight professional requirements to complete an external quality assessment every five years at a minimum.

## **Programme of work**

### **Subprogramme 1**

#### **Internal audit**

#### **Objective**

26.23 The objective, to which this subprogramme contributes, is to improve the efficiency, economy, effectiveness and impact of the Organization's programmes, in keeping with best management practices.

#### **Strategy**

26.24 To contribute to the objective, the subprogramme will conduct internal audit activities to recommend improvements to key controls and processes and identify accountability issues. In 2022, particular attention will be given to how COVID-19 has influenced changes in key controls and processes.

26.25 The subprogramme will further focus on work with the Department of Management Strategy, Policy and Compliance to provide advice on the implementation of the recommendations emerging from the review of the United Nations Secretariat accountability system, which the subprogramme conducted jointly with subprogramme 2. This review will provide context for several other activities of the subprogramme to cover entity performance with regard to the implementation of delegated authority and the implementation of statements of internal control, for example.

26.26 The subprogramme will strive to apply best-practice audit techniques and strengthen its capacity to use ICT systems and data, drawing from lessons learned in 2020 during the COVID-19 pandemic. The launch of an enhanced web-based audit management system will continue to strengthen the audit management process and facilitate the monitoring of recommendations. The subprogramme will also apply the findings of the 2020 self-assessment on the relevant internal audit standards, including by improving the risk assessment methodology and its documentation methods. It will strengthen work planning processes to ensure that United Nations cross-cutting priority areas are mainstreamed into internal audit assignments and increase the use of data analytics to monitor workplan implementation in a dynamic environment. In addition, it plans to commission an external quality assessment according to internal oversight professional requirements.

26.27 The above-mentioned work is expected to result in the increased efficiency, economy and effectiveness of the work of the Organization and greater impact on results.

## **Programme performance in 2020**

26.28 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 internal control framework for sustained performance and enhanced transparency of the Organization**

26.29 Through the conduct of internal audits, the subprogramme aimed at strengthening governance, risk management and control processes in entities and areas covered by the 2020 internal audit workplan. The subprogramme issued 93 audit reports and advisory memorandums to programme managers containing 377 recommendations. They included: 27 reports for entities under the regular budget; 30 for entities funded by the support account for peacekeeping operations; and 36 for entities that receive extrabudgetary funding (including 17 for the Office of the United Nations High Commissioner for Refugees (UNHCR) and 7 for the United Nations Joint Staff Pension Fund).

26.30 Governance systems are key controls for sustained performance and enhanced transparency in mandate implementation. In 2020, audits conducted by the subprogramme covered activities in the areas of governance mechanisms and related processes in the Office of Investment Management of the United Nations Joint Staff Pension Fund (as requested by the General Assembly), and, in the Secretariat, those related to procurement and supply chain management, data protection and privacy, and document management systems. For the latter audits, recommendations aimed at strengthening governance processes, such as guidance for business continuity for unforeseen situations (e.g., COVID-19). Other audited areas included the initial response by the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to the COVID-19 pandemic.

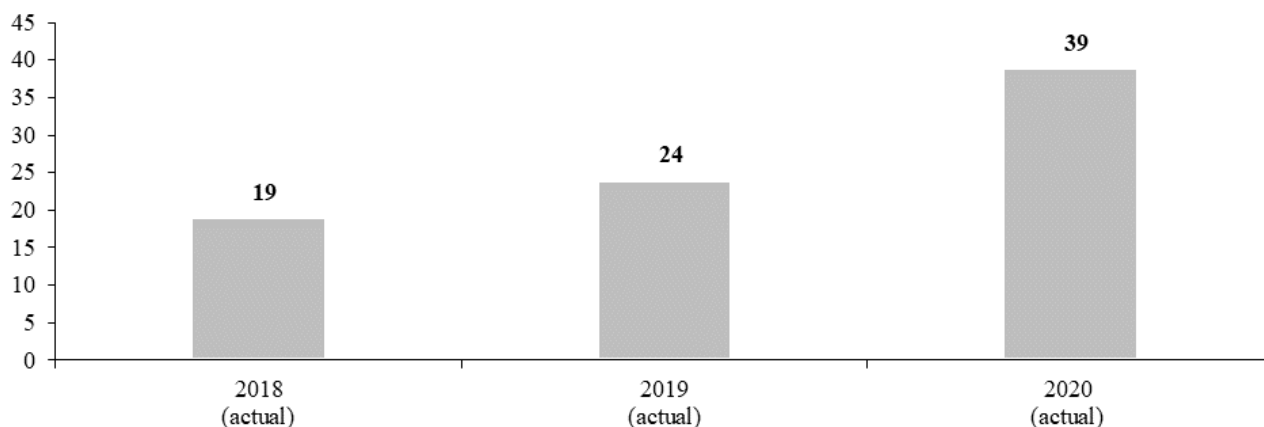
26.31 Directly related to the strengthening of the Secretariat's internal control framework, the subprogramme, at the request of the Department of Management Strategy, Policy and Compliance, provided advice on the design of the statements of internal control in the areas of procurement, human resources and logistics, and of the self-assessment checklist on performance reporting to be completed by entities.

#### *Progress towards the attainment of the objective, and performance measure*

26.32 The above-mentioned work contributed to the objective, as demonstrated by the implementation of 39 per cent of recommendations to address risks related to internal control by their target date (see figure 26.I).

Figure 26.I

**Performance measure: percentage of recommendations to address risks related to internal control implemented by target date**



*Note:* Not including advisory memorandums or other advice provided to entities.

### **Impact of COVID-19 on subprogramme delivery**

26.33 Owing to the impact of COVID-19 during 2020, the subprogramme changed its internal audit approach and cancelled or postponed a number of deliverables. The subprogramme was able to conduct audit activities remotely, but the activities took longer to complete as not all documents were available electronically. While OIOS was able to maintain access to staff through videoconferencing, the access was not of the same quality as in-person interactions. Physical verifications, the assessment of soft controls and the assessment of ICT infrastructures were difficult to implement. The constraints resulted in the cancellation of 53 planned deliverables. These changes had an impact on the programme performance in 2020, as specified in result 2 below.

26.34 At the same time, however, the subprogramme identified 24 additional activities to support departments on issues emerging during COVID-19, within the overall scope of its objectives. New assignments related to the impact of COVID-19 were added, including a review of management actions to ensure business continuity and staff well-being for peacekeeping operations; advisory services in the areas of supply chain management, cash-based interventions and the remote monitoring of implementing partners for UNHCR; and a pre-audit of COVID-19-related emergency procurement in support of the Department of Operational Support.

### **Planned results for 2022**

26.35 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: a strengthened second line of defence for enhanced compliance and risk management in the Organization<sup>2</sup>**

##### **Programme performance in 2020**

26.36 In line with its mandate, the subprogramme conducted audits and made recommendations to strengthen centralized, business-enabling functions within the Secretariat. In 2020, the subprogramme focused on efforts by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support, the Department of Safety and Security and the Office of Information and Communications Technology to strengthen risk management, internal control and accountability functions, including data management and the monitoring of delegation of authority.

26.37 The above-mentioned work contributed to 15 per cent of accepted audit recommendations directed to the Secretariat departments performing centralized, business-enabling functions, which exceeded the planned target of 12 per cent reflected in the proposed programme budget for 2020.

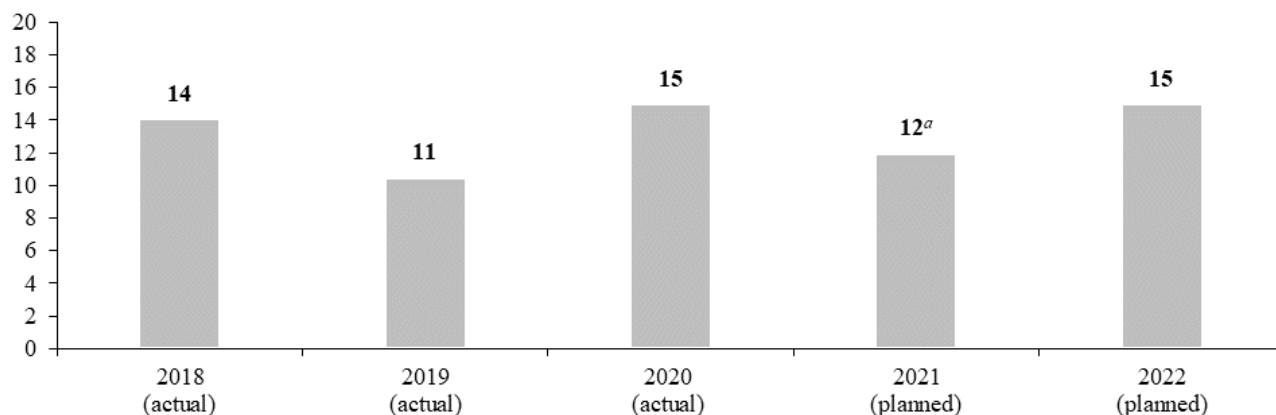
##### **Proposed programme plan for 2022**

26.38 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to progress towards the objective, the subprogramme plans to undertake audits in eight entities with a focus on the effectiveness of data and ICT systems management to ensure successful implementation of the delegation of authority system. The expected progress is presented in the performance measure below (see figure 26.II).

<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 30)).

Figure 26.II

**Performance measure: percentage of annual accepted audit recommendations directed to the Secretariat departments performing centralized, business-enabling functions**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: increased impact through more relevant and timely action by programme managers to implement audit recommendations<sup>3</sup>**

### **Programme performance in 2020**

26.39 The subprogramme strengthened its recommendation process to ensure that the Office formulates recommendations that clearly address the risks and causes of underperformance, so that programme managers understand the rationale and criticality of these recommendations and implement them without undue delay. As an internal performance indicator, the subprogramme set itself a target to assess whether its recommendations had more immediate impact on action by programme managers, aiming for at least 85 per cent of all recommendations to be implemented within 24 months of issuance.

26.40 The above-mentioned work contributed to the implementation (closure) of 70 per cent of recommendations within 24 months, which did not meet the planned target of 85 per cent reflected in the programme budget for 2021. The lower-than-expected performance is attributed in part to the COVID-19 pandemic, which slowed the follow-up on the implementation of recommendations.

### **Proposed programme plan for 2022**

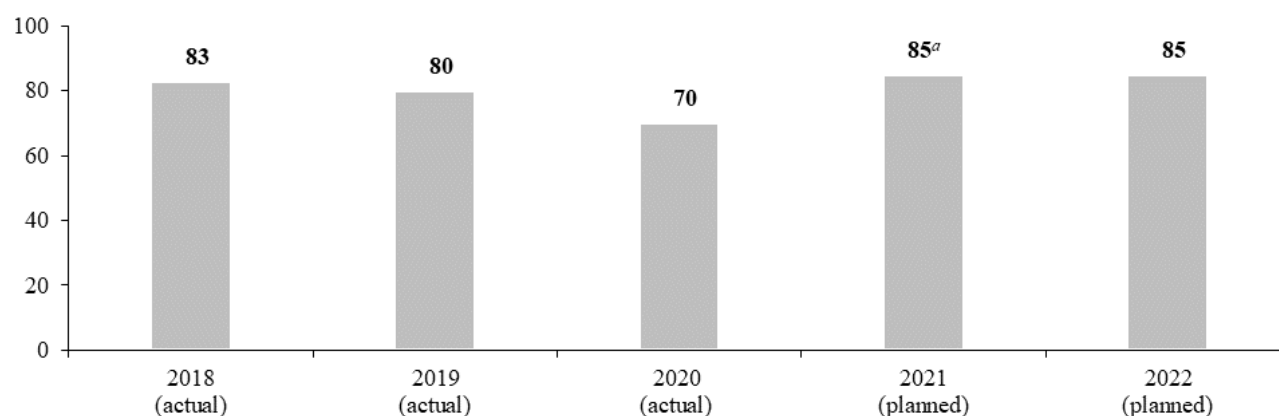
26.41 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will formulate recommendations that are useful and actionable within a reasonable period and will continue to work with management towards their expeditious implementation. The expected progress is presented in the performance measure below (see figure 26.III).

<sup>3</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).



Figure 26.III

**Performance measure: percentage of recommendations implemented (closed) within 24 months**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: strengthened data governance for enhanced performance and accountability of the Organization**

#### **Proposed programme plan for 2022**

26.42 In 2020 and 2021, the subprogramme conducted assurance and advisory service activities in the areas of data classification, handling and protection, and documents management, covering most Secretariat entities, including peacekeeping operations. Some of this work supports the development of policies for data governance in the Secretariat.

#### *Lessons learned and planned change*

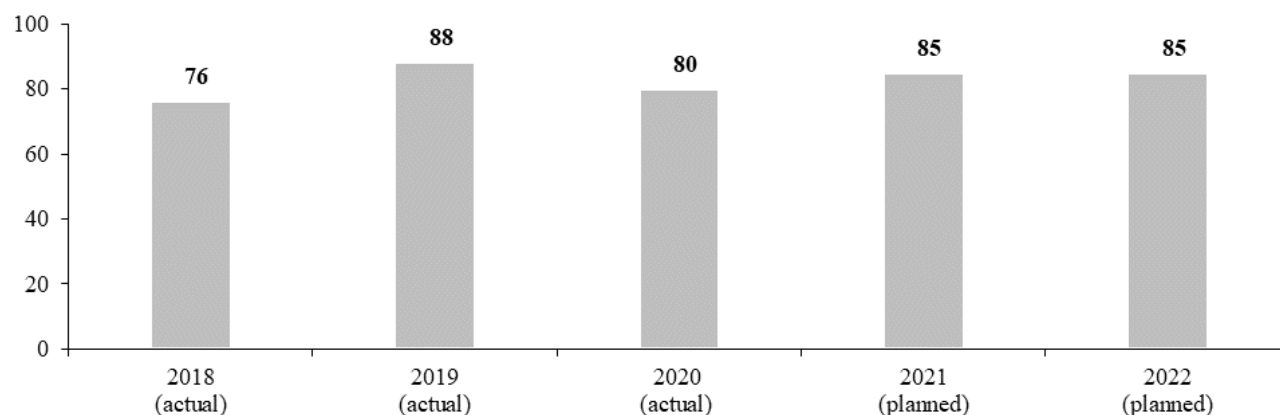
26.43 The lesson for the subprogramme was that efforts made by the subprogramme to enhance its capacity to audit areas such as data governance has proved essential to providing internal audit support in areas such as business continuity and crisis management, and to quickly adjusting programmes to sustain core mandates and goals during the COVID-19 pandemic. It also allowed the subprogramme to meaningfully contribute to the development of the policies for data governance in the Secretariat by providing detailed assessments of the internal data management practices of Secretariat entities. In applying the lesson, the subprogramme will intensify its efforts to address identified areas of higher risk and provide recommendations to further increase data governance for the enhanced performance and accountability of the Organization. The subprogramme will focus its audits on topics such as the management of the privacy, availability, usability, security and integrity of data in support of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, and to contribute to the Organization's resilience to external shocks.

#### *Expected progress towards the attainment of the objective, and performance measure*

26.44 This work is expected to contribute to the objective, as demonstrated by an implementation rate of 85 per cent of audit recommendations that strengthen data governance in the Organization (see figure 26.IV).

Figure 26.IV

**Performance measure: percentage of implemented audit recommendations issued in a given year that strengthen data governance in the Organization**



### Legislative mandates

26.45 The list below provides all mandates entrusted to the subprogramme.

#### General Assembly resolutions

67/244 B	Financing of the International Residual Mechanism for Criminal Tribunals	75/247	Report on the activities of the Office of Internal Oversight Services
72/266 B	Shifting the management paradigm in the United Nations		

### Deliverables

26.46 Table 26.2 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 26.2

#### Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	1	–
1. Audit of the governance arrangements in the Office of Investment Management of the United Nations Joint Staff Pension Fund (resolution 74/263)	1	1	–	–
2. Biennial report on procurement, with a focus on demand and source planning of goods in peacekeeping missions (resolution 72/266 B), incorporating the implementation of post-employment restrictions of staff involved in the procurement process (resolution 74/256)	–	–	1	–
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	150	93	150	150
3. Internal audit reports (assurance and advisory)	150	93	150	150

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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### C. Substantive deliverables

**Consultation, advice and advocacy:** expert advice to management on issues related to oversight activities in coordination with other oversight bodies through bilateral and tripartite meetings with the Joint Inspection Unit and the Board of Auditors.

## Subprogramme 2 Inspection and evaluation

### Objective

26.47 The objective, to which this subprogramme contributes, is to strengthen relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization, and improve decision-making, accountability and learning.

### Strategy

26.48 To contribute to the objective, the subprogramme will focus on substantive outcomes achieved at the subprogramme level by Secretariat entities under the peace and security, sustainable development, human rights, and humanitarian work pillars. In the conduct of its evaluations, the subprogramme will integrate the Secretary-General's strategies on gender, environmental sustainability and data, and also take into consideration the impact of COVID-19 on programme performance for mandate implementation.

26.49 The subprogramme will continue to refine its methodology and develop appropriate evaluation design and data collection techniques for enhanced programme evaluation. In support of the Secretary-General's management reform, which called for the strengthening of Secretariat evaluation capacity, the subprogramme plans to provide ongoing and regular methodological guidance and capacity-building support to Secretariat entities, and to the wider Organization, in partnership with the Department of Management Strategy, Policy and Compliance. The subprogramme will also support system-wide evaluation through collaboration with the Executive Office of the Secretary-General. Regular tripartite and bilateral consultation with the Joint Inspection Unit and the Board of Auditors will continue to enhance the synergies between the work plan of the subprogramme with those of the other oversight bodies. The subprogramme plans to complete subprogramme evaluations of three regional commissions and evaluations of the coordination function of the Office for the Coordination of Humanitarian Affairs and the resident coordinator system, as well as one thematic evaluation where the theme remains to be determined. The subprogramme will also start the Security Council-mandated evaluation of the methods and work of the International Residual Mechanism for Criminal Tribunals in 2021, for the Council's review in 2022.

26.50 The subprogramme will participate in the annual evaluation practitioners exchange seminars of the United Nations Evaluation Group, which often involve members of academia and the international and national evaluation communities, including EvalPartners. The United Nations Evaluation Group is also developing an evaluation certificate programme, in partnership with academia, through its working group on the professionalization of evaluation. As part of its strategy to strengthen Secretariat evaluation, the subprogramme will work with the Department of Management Strategy, Policy and Compliance to develop and implement a Secretariat

evaluation training programme in partnership with the United Nations System Staff College.

26.51 The above-mentioned work is expected to result in:

(a) Increased learning and accountability of departments and offices towards achieving the planned outcomes of their programmes of work at the subprogramme level and drawing upon lessons learned, particularly during the COVID-19 pandemic;

(b) Strengthened evaluation capacity and performance, and greater use of evaluation results to inform programme planning within the Organization.

## **Programme performance in 2020**

26.52 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 learning culture in the Organization**

26.53 The subprogramme developed new knowledge products that utilized previously collected evaluation data for the preparation of evaluation synthesis reports and guidance. These synthesis reports facilitated organizational learning by sharing trends and insights. The evaluation synthesis report on the organizational culture of the United Nations was issued in June 2020. In the report, issues of importance to senior leaders were highlighted, including, for example, the need to strengthen: (a) monitoring and evaluation; (b) strategic thinking to achieve outcomes; (c) communication and knowledge-sharing; (d) Headquarters/field integration; and (e) gender mainstreaming through equal professional opportunities for all staff, and the need to give due consideration to gender issues at the policy and operational levels. Work was also initiated on a synthesis report on coordination and another on strategic planning, for completion in first quarter of 2021.

26.54 The subprogramme produced a synthesis of United Nations guidelines for evaluation under COVID-19 from guidelines issued by the evaluation offices of the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Food Programme, the United Nations Population Fund, the International Labour Organization, the United Nations Children's Fund, the United Nations Office on Drugs and Crime (UNODC), UNHCR, the Food and Agriculture Organization of the United Nations, the World Bank, and the Organisation for Economic Co-operation and Development. This fed into the development of a protocol for the assessment of the response to COVID-19 as guidance for Secretariat evaluation functions.

26.55 Using a "theory of change" approach, the subprogramme developed a detailed analysis and diagram of the cause and effect chain of United Nations response to COVID-19 as a contribution to the risk assessment work of subprogramme 4 of the Department of Management Strategy, Policy and Compliance and as an input to a draft evaluation on early lessons and the evaluability of the United Nations COVID-19 response and recovery multi-partner trust fund being undertaken by the Executive Office of the Secretary-General.

### *Progress towards the attainment of the objective, and performance measure*

26.56 The above-mentioned work contributed to the objective, as demonstrated by increased learning on trends and good practices through cross-departmental evaluation synthesis reports and common standards on evaluating the response to the COVID-19 pandemic for the United Nations Secretariat (see table 26.3).

Table 26.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
<ul style="list-style-type: none"> <li>• Organizational learning on trends and good practices through targeted programme evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational learning on trends and good practices through targeted programme evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Increased learning on trends and good practices through cross-departmental evaluation synthesis reports</li> <li>• Common standards on evaluating the response to COVID-19 for the United Nations Secretariat</li> </ul>

### Impact of COVID-19 on subprogramme delivery

26.57 Owing to the impact of COVID-19 during 2020, the subprogramme had to postpone the completion of two peacekeeping evaluation reports to 2021. As the Organization adjusted to the new norm of working under COVID-19, the subprogramme resumed its oversight work with the launch of new evaluation assignments in the fourth quarter. The impact of the delayed start of new evaluation assignments meant that all the evaluation outputs that would normally have been completed by March 2021 will be delayed to the last quarter of 2021. The delay will reduce the number of evaluations available for review by the Committee for Programme and Coordination and the General Assembly in its consideration of Secretariat programme performance and design.

26.58 At the same time, however, the subprogramme identified new activities within the overall scope of its objectives. With the onset of COVID-19 in March 2020, and with the demands that the pandemic placed on Secretariat entities, the subprogramme focused on innovation and the development of new products. The new and modified deliverables and activities contributed to results in 2020, as specified in the emerging result for 2020 above.

### Planned results for 2022

26.59 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: focused evaluation for improved decision-making on United Nations reform and matters relating to the Sustainable Development Goals<sup>4</sup>

#### Programme performance in 2020

26.60 In 2020, the subprogramme planned to provide more evaluative evidence on the outcomes of the United Nations reform initiatives and efforts to support the achievement of the Sustainable Development Goals. Towards this end, the subprogramme increased the focus of its evaluations on these two areas.

26.61 The subprogramme provided evaluation oversight of reform initiatives through its evaluations of the new Department of Political and Peacebuilding Affairs, and through an advisory engagement in support of the new Development Coordination

<sup>4</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 30)).

Office and the resident coordinator system. It also completed an inspection of the evaluation function of UN-Women in support of management reform efforts to strengthen evaluation.

26.62 The subprogramme evaluated Secretariat entities that had roles in supporting Member States with regard to the implementation of the 2030 Agenda for Sustainable Development, including the Department of Economic and Social Affairs; the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; UNODC; the New Partnership for Africa's Development through the Office of the Special Adviser on Africa; the Economic Commission for Africa (ECA); and the Department of Global Communications. In addition, in response to a request of the Security Council, the subprogramme also evaluated the methods and work of the International Residual Mechanism for Criminal Tribunals. In accordance with standard practice, the Office initiated post-evaluation surveys on the quality of the evaluation reports.

26.63 The above-mentioned work contributed to the adoption of a structured approach to the evaluation of United Nations reform and matters relating to the Sustainable Development Goals in the seven assignments planned, and supported decision-making for nine Secretariat entities, which met the planned target reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

26.64 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 13 evaluations and inspections of Secretariat programmes and cross-cutting themes, focusing on assessing the achievement of subprogramme outcomes under the peace and security, sustainable development, human rights, and humanitarian work pillars. The expected progress is presented in the performance measure below (see table 26.4).

Table 26.4

#### **Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Ad hoc evaluations for decision-making on United Nations reform and matters relating to the Sustainable Development Goals:	Initiation of dialogue among programme managers on evaluation of United Nations reform and matters relating to the Sustainable Development Goals	The adoption of a structured approach to evaluations of United Nations reform and matters relating to the Sustainable Development Goals in the seven assignments planned in support of decision-making for nine Secretariat entities	Higher percentage of all inspection and evaluation recommendations accepted by programme managers, and timelier implementation	100 per cent of inspection and evaluation recommendations accepted by programme managers
• Office for Disarmament Affairs	• United Nations Environment Programme			
• Department of Public Information	• Office of Legal Affairs			
• Office of Human Resources Management	• Office for Outer Space Affairs			

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
		Preparedness for implementation of the Sustainable Development Goals		

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: enhanced contribution to strengthened relevance, efficiency, effectiveness and impact of Secretariat evaluations<sup>5</sup>**

### **Programme performance in 2020**

26.65 In the peace and security pillar, the subprogramme initiated its planned evaluations of: (a) political affairs in peacekeeping operations; (b) MONUSCO support to rule of law and security institutions in the Democratic Republic of the Congo; (c) the contribution of the United Nations Multidimensional Integrated Stabilization Mission in Mali to the return, restoration and extension of State authority in the rule of law area and the fight against impunity in northern and central Mali; and (d) a thematic evaluation of women and peace and security issues in peacekeeping. In the development pillar, the subprogramme has begun its planned evaluations of: (a) ECA – with a focus on the subprogramme on macroeconomic policy; (b) the Economic Commission for Latin America and the Caribbean – with a focus on the subprogramme on macroeconomic governance; and (c) the coherence of United Nations country-level programming in support of the 2030 Agenda (for the Development Coordination Office). The inception phases of evaluation work in both pillars include: undertaking preliminary research; coordinating with internal and external oversight entities; scoping work, which includes risk and evaluability assessments; stakeholder analyses; developing the theory of change through close consultations with entity management focal points and stakeholder representatives; and drafting the inception paper, which includes the overall evaluation design and detailing of evaluation methods and sources for data.

26.66 In addition, the subprogramme produced 26 advisory notes, memorandums and guidance to support entity decision-making and the learning of lessons, including notes to the Department of Economic and Social Affairs, ECA, the Office of the Special Adviser on Africa, the United Nations Relief and Works Agency for Palestine Refugees in the Near East, the Department of Global Communications, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Development Coordination Office and disaggregated mission-level survey results for 13 peacekeeping missions.

26.67 The subprogramme continued its work on strengthening the Secretariat's evaluation capacity and coverage through the development of its biennial report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives, and an evaluation dashboard to accompany it, and through support for the Secretary-General's evaluation policy. In 2020, the subprogramme also provided methodological support to the evaluation office of the Office of Counter-Terrorism for its evaluation of the United Nations Counter-Terrorism Centre, and provided methodological advice and tools for evaluation to special political missions and peacekeeping missions.

26.68 The above-mentioned work contributed to an implementation rate of 47 per cent of recommendations within the indicated time frame of 24 month, which

<sup>5</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

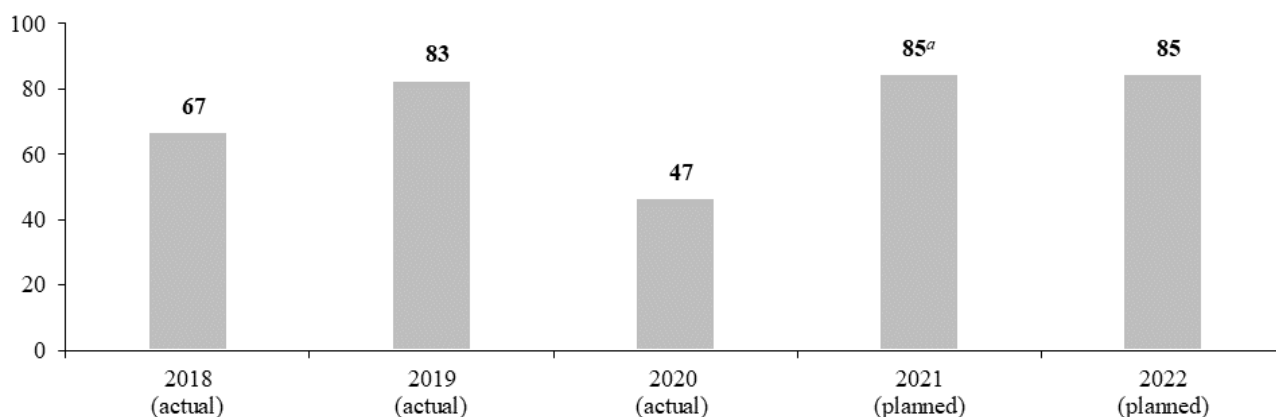
did not meet the planned target of 85 per cent reflected in the programme budget for 2021. This was due in part to the closure of a large number of old recommendations in 2020, and to the impact of the new timeline of 24 months for implementation of recommendations, versus the previous timeline of 36 months. In 2021, the subprogramme is to provide methodological and other support to five entities of the Secretariat so that they achieve acceptable quality standards for evaluation.

### **Proposed programme plan for 2022**

26.69 The subprogramme will continue the work related to the planned result, in line with its mandate. In 2022, it plans to submit to the Committee for Programme and Coordination and the General Assembly the seven evaluations referred to in paragraph 26.65 above. It will continue and complete work on the following evaluations: (a) macroeconomic policy, poverty reduction and financing development in the Economic and Social Commission for Asia and the Pacific; (b) shared economic prosperity in the Economic and Social Commission for Western Asia; (c) coordination of humanitarian action and emergency response in the Office for the Coordination of Humanitarian Affairs; (d) economic cooperation and integration in the development pillar in the Economic Commission for Europe; (e) the resident coordinator system; and (f) results-based budgeting components, to be determined, of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Mission in South Sudan, either the United Nations Interim Security Force for Abyei or the United Nations Interim Force in Lebanon, the United Nations Mission for the Referendum in Western Sahara, and a fifth mission, as well as a thematic topic to be determined. The subprogramme will also complete the Security Council-mandated evaluation of the methods and work of the International Residual Mechanism for Criminal Tribunals, for the Council's review in 2022. The expected progress is presented in the performance measure below (see figure 26.V).

Figure 26.V

**Performance measure: percentage of recommendations closed within 24 months**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: strengthened evaluation function in the Secretariat for a more relevant, efficient and effective United Nations**

#### **Proposed programme plan for 2022**

26.70 Robust evaluation promotes accountability, learning and evidence-based decision-making to strengthen the overall performance of the United Nations in



achieving results. Since 1994, the subprogramme has issued a biennial report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives, and an evaluation dashboard to accompany it, which provides an analysis of the performance and independence of the evaluation function in the Secretariat. Pinpointing avenues to further strengthen evaluation capacity in the Secretariat has been identified by the Secretary-General as critical to the successful implementation of the various United Nations reform initiatives. Therefore, in its most recent biennial report, the subprogramme increased the number of entities assessed.

*Lessons learned and planned change*

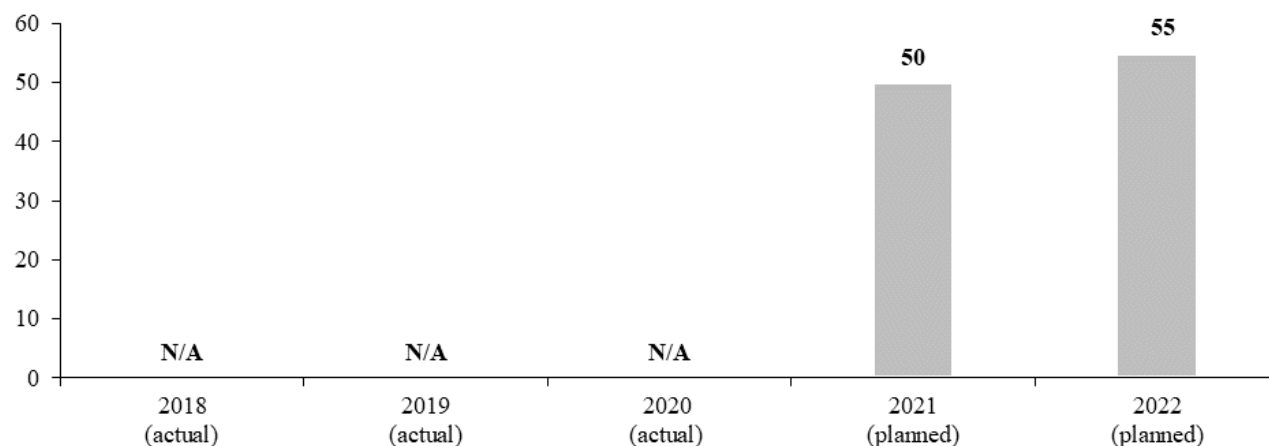
26.71 The lesson for the subprogramme was that it needed to increase its efforts to support evaluation arrangements throughout the Secretariat to improve the Organization's evaluation function. Another key finding of the latest biennial report was that evaluation practice remains highly uneven across the Secretariat, with meaningful practice limited to just a handful of entities with established functions and dedicated resources (mostly under the development and human rights pillars) and are largely project-focused and donor-driven. There was marginal, or non-existent, evaluation practice in most entities in the peace and security and management and support areas. Subprogramme evaluation by programme managers, as required by the Secretary-General's bulletin on the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation ([ST/SGB/2018/3](#)), was limited across the Organization. The lack of evaluation capacity-building and technical support for the development of evaluation functions and strengthening the culture of evaluation across the Organization remained critical gaps. In applying the lesson, the subprogramme plans to utilize this information and coordinate with the Department of Management Strategy, Policy and Compliance and the evaluation functions of other entities to strengthen its support, guidance and tools for the conduct of high-quality evaluations across the Secretariat, including guidance for gender and human rights responsive evaluation methodologies, and promote the integration of essential elements of evaluation (e.g., evidence, independence, learning, adapting) into existing reviews and assessments. It will also coordinate and support the organization of evaluation training for staff, programme managers and senior leadership in order to further strengthen evaluation capacities in the Secretariat. The subprogramme will enhance the way that it assesses evaluation capacity in the Organization, focused on the following criteria: the existence of a dedicated evaluation arrangement or focal point; the development of an entity-specific evaluation policy; and an evaluation workplan.

*Expected progress towards the attainment of the objective, and performance measure*

26.72 This work is expected to contribute to the objective, as demonstrated by the increased percentage of entities that meet at least 80 per cent of the performance criteria assessed in the OIOS biennial report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (see figure 26.VI).

Figure 26.VI

**Performance measure: percentage of entities meeting at least 80 per cent of the performance criteria assessed in the biennial report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives**



*Note:* These assessments exclude OIOS. Baseline data will be established from 2021.

## Legislative mandates

26.73 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	72/266 A and B	Shifting the management paradigm in the United Nations
		75/243	Programme planning

## Deliverables

26.74 Table 26.5 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 26.5

### Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>16</b>	<b>8</b>	<b>1</b>	<b>8</b>
1. Evaluation reports on various programmes for the General Assembly (Committee for Programme and Coordination)	8	—	1	—
2. Triennial reviews of the implementation of the recommendations on the evaluations of various programmes	7	7	—	8
3. Evaluation of the International Residual Mechanism for Criminal Tribunals for the Security Council	1	1	—	—

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>9</b>	<b>8</b>	<b>11</b>	<b>13</b>
4. Evaluation and inspection reports	9	8	11	13
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory notes, memorandums and guidance provided to all Secretariat entities.				

## Subprogramme 3 Investigations

### Objective

26.75 The objective, to which this subprogramme contributes, is to enhance accountability and ethical behaviour within the Organization.

### Strategy

26.76 To contribute to the objective, the subprogramme will investigate reports of possible violations of United Nations regulations, rules and pertinent administrative policies. The subprogramme plans to support the efforts to systematize prevention and response to sexual misconduct, including sexual exploitation and abuse, as well as sexual harassment. It will continue to enhance capacity in combating fraud and corruption, especially medical insurance fraud. In addition, the subprogramme will focus on diversifying the composition of its staff by reaching out to professional networks to attract interested and well-qualified candidates with different backgrounds.

26.77 The subprogramme will continue to coordinate with other United Nations oversight bodies such as the Joint Inspection Unit and the Board of Auditors, and participate in the United Nations System Chief Executives Board for Coordination Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System, in particular the subgroup on improving the investigation of sexual harassment. In addition, it plans to commission an external quality assessment according to the internal oversight professional requirements.

26.78 The above-mentioned work is expected to result in decisions made by the Secretary-General and his delegates on jurisdictional or disciplinary actions or corrective measures, as well as improved accountability for misconduct.

## Programme performance in 2020

26.79 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 ability of the Organization to address reported misconduct

26.80 While the subprogramme saw a temporary decline in the intake of new reports of misconduct between March and May 2020, an upsurge in reporting was seen in June 2020, with a subsequent return to pre-pandemic levels of reporting noted in the final quarter of 2020. The subprogramme maintained its focus on the organizational priorities related to sexual harassment, sexual exploitation and abuse,

retaliation, and fraud and corruption. Reporting of misconduct to OIOS remained high despite the pandemic, reflecting continued trust in the reporting mechanisms. Medical insurance fraud and fraud by implementing partners were confirmed as high-risk areas. In this context, the subprogramme achieved an increase of some 22 per cent with regard to case completion compared with 2019. In addition, despite the slowdown of some investigations as a result of COVID-19, the average completion time for investigations remained fairly constant.

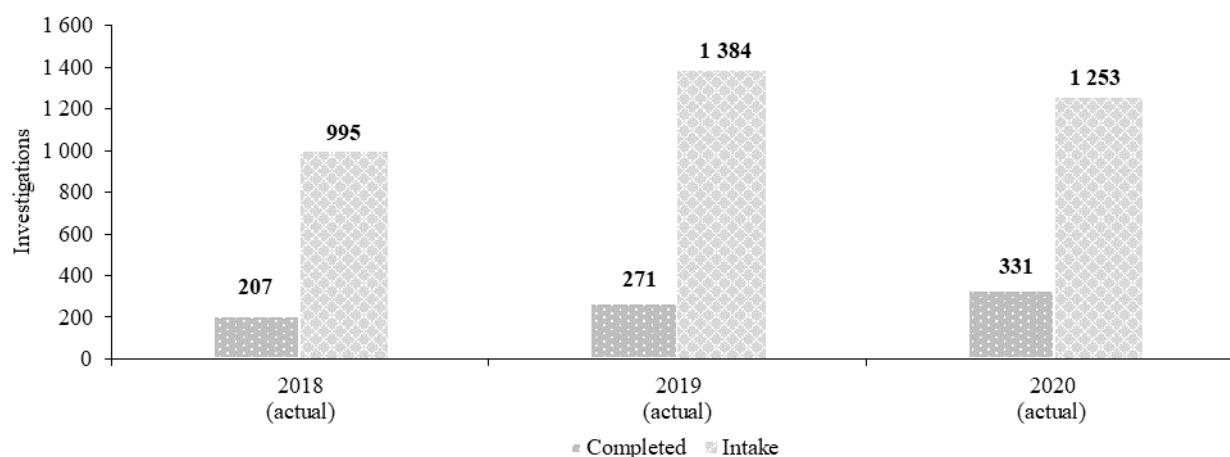
26.81 The subprogramme has looked to introduce cloud-based forensic software to better support and speed up investigations. It has also placed renewed focus on completing investigations that have been pending finalization from the previous period. Notably, this resulted in more reports being issued and investigations finalized in 2020 than in 2018 and 2019, respectively.

*Progress towards the attainment of the objective, and performance measure*

26.82 The above-mentioned work contributed to the objective, as demonstrated by the increased number of investigations closed, from 207 in 2018 to 331 in 2020 (see figure 26.VII). The number of cases closed as a proportion of intake increased to 26 per cent in 2020, from 20 per cent in 2018 and 2019.

Figure 26.VII

**Performance measure: reports of misconduct received versus number of investigation cases completed**



### **Planned results for 2022**

26.83 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: focusing on the investigation of sexual harassment<sup>6</sup>**

##### **Programme performance in 2020**

26.84 The subprogramme has supported the Organization in developing and providing enhanced sexual harassment investigative capacity. The subprogramme has

<sup>6</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 30)).

also finalized a manual on the investigation of sexual harassment for adoption by the United Nations system and its partners.

26.85 The above-mentioned work contributed to an average completion time of 10 months for sexual harassment investigations, which did not meet the planned target of 3 months presented in the proposed programme budget for 2020. The subprogramme delivered outcomes with regard to 25 (51 per cent) sexual harassment allegations within 9 months of intake, and an additional 10 (20 per cent) between 9 and 12 months of intake.

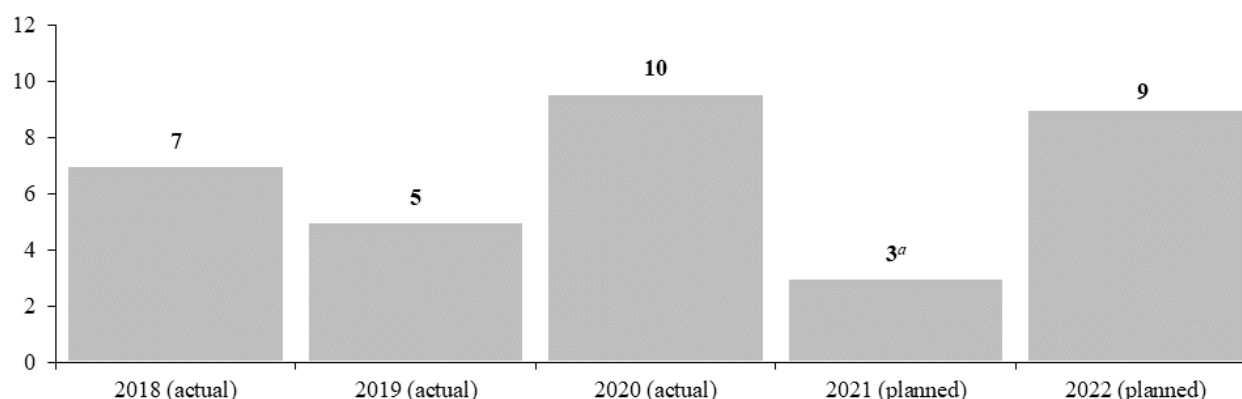
### **Proposed programme plan for 2022**

26.86 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen its contribution to the prevention of and response to both sexual harassment and sexual exploitation and abuse by using a streamlined and accelerated approach to the handling of sexual misconduct in the Organization that is based on a victim-centred approach. The expected progress is presented in the performance measure below (see figure 26.VIII).

Figure 26.VIII

### **Performance measure: average completion time of sexual harassment investigations**

(Months)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 2: improved investigation of sexual exploitation and abuse, sexual harassment and fraud and corruption, with a renewed focus on procurement fraud<sup>7</sup>**

#### **Programme performance in 2020**

26.87 The subprogramme focused its efforts on improving the timeliness of investigations of sexual exploitation and abuse, as well as continuing to ensure that investigations take a victim-centred approach.

26.88 The subprogramme also strengthened interdivisional communication and collaboration with subprogramme 1 in the areas of identification and analysis of fraud indicators. This collaboration led to an increase in the number of matters related to fraud reviewed by the subprogramme, improving the Organization's detection and response to procurement fraud. The subprogramme will continue to exploit the

<sup>7</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

synergies that exist between the Internal Audit Division and the Investigations Division in this area.

26.89 In 2020, entitlement fraud intake decreased by 36 per cent compared with 2019, although the total number of cases investigated remained steady (45 in 2020 compared with 48 in 2019). Medical insurance fraud comprised the vast majority of cases: 40 cases, or 89 per cent, of total entitlement fraud investigations. The average completion time for entitlement fraud cases was 10.3 months. The subprogramme also completed 58 cases relating to sexual exploitation and abuse, 49 relating to sexual harassment and 226 cases relating to fraud and corruption.

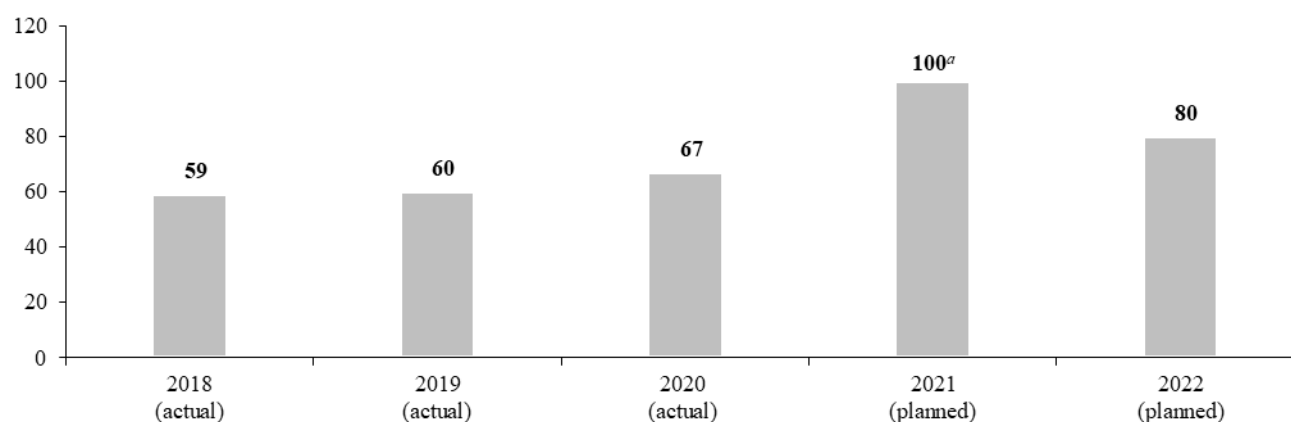
26.90 The above-mentioned work contributed to the completion of 67 per cent of investigation and closure reports that met timeline targets, which did not meet the planned target of 100 per cent reflected in the programme budget for 2021. Differences in the complexity and nature of particular investigations has meant that the percentage of cases meeting the planned targets, although improving, was still less than 100 per cent.

### **Proposed programme plan for 2022**

26.91 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 identify ways to shorten the time taken to complete investigations, for example, by improving data analytics capability, streamlining reporting and minimizing vacancies. The subprogramme plans to use the results of the external quality assessment that will be conducted during 2022 to help inform the process of improving its timeliness targets and to better reflect the way in which investigations are actually conducted. The expected progress is presented in the performance measure below (see figure 26.IX).

Figure 26.IX

**Performance measure: percentage of investigation and closure reports that meet timeline targets**



\* To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: increased trust in investigation outcomes**

#### **Proposed programme plan for 2022**

26.92 The subprogramme has focused on improving investigation outcomes. In the past, an all-female specialized team of sexual harassment investigators was established to increase trust in this category of investigation, which is primarily

victim-centred. Building on this success, the subprogramme will continue its efforts to diversify its staff in terms of gender, equitable geographical representation and professional background, as well as improve retention.

#### *Lessons learned and planned change*

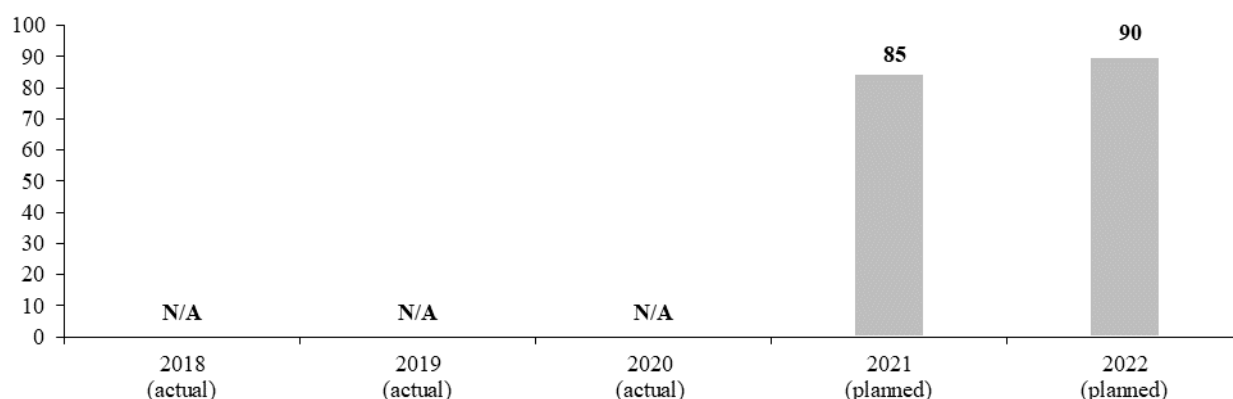
26.93 The lesson for the subprogramme was that the growth in the implementation of partner fraud investigations highlighted the need for specific language skills within the workforce of the subprogramme to undertake effective investigations. In addition, a greater variety of professional backgrounds is required to effectively cater for and respond to the range of investigations conducted within the United Nations. Gender diversity is one of many aspects critical to achieving victim-centred investigations of sexual exploitation and abuse as well as sexual harassment investigations. In applying the lesson, the subprogramme will reach out to professional networks and qualified personnel to improve its diversity and enable it to better discharge its investigative mandate and contribute to increasing trust in the investigation process and outcomes.

#### *Expected progress towards the attainment of the objective, and performance measure*

26.94 This work is expected to contribute to the objective, as demonstrated by an increased trust in investigation outcomes as a result of mainstreaming diversity into investigation activities (see figure 26.X).

Figure 26.X

**Performance measure: percentage of survey respondents that are confident that the investigation reports enabled relevant decisions**



### **Legislative mandates**

26.95 The list below provides all mandates entrusted to the subprogramme.

#### *General Assembly resolutions*

59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations	75/247	Report on the activities of the Office of Internal Oversight Services
62/247	Strengthening investigations	74/257	Review of the implementation of General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263 and 69/253
68/252	Human resources management		

## Deliverables

26.96 Table 26.6 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 26.6

### Subprogramme 3: 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>
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>275</b>	<b>278</b>	<b>275</b>	<b>275</b>
Investigation and closure reports	275	278	275	275



## **Programme 27**

### **Jointly financed administrative activities**

### **International Civil Service Commission**

#### **Overall orientation**

#### **Mandates and background**

27.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution [3357 \(XXIX\)](#) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

#### **Programme of work**

##### **Objective**

27.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

##### **Strategy**

27.3 To contribute to the objective, the Commission will continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles, apply the methodologies for determining salaries and post adjustment classifications, and provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders.

27.4 The Commission will also lend its expertise to stakeholders and will work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB). The Commission will seek feedback from organizations on the conditions of service of staff, conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system, and carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service. In addition, the Commission will analyse the conditions of service of staff in difficult duty stations.

27.5 The above-mentioned work is expected to result in:

- (a) Equitable conditions of service in each duty station;
- (b) A coherent and effective human resources management system that is closely aligned with the achievement of organizational goals and objectives.

## **External factors for 2022**

27.6 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by ICSC, and that they fully implement the Commission's decisions and recommendations.

27.7 The Commission has developed standards of conduct the intent of which is to reflect the overarching ideals of behaviour and conduct for an international civil service. Thus, the standards inspire and provide explanations to staff in the organizations of the common system by articulating some basic standards that form the ethical underpinnings of an international civil service. Following recent developments in the organizations of the common system to address current ethical challenges, including racism, the Commission will review its standards of conduct as scheduled in its programme of work for 2022. The Commission will collect information from common system organizations in order to conduct its review and propose relevant updates to the standards of conduct to be used as a guide within the common system.

27.8 With regard to the coronavirus disease (COVID-19) pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

27.9 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, at its fifty-first session, the Commission adopted the framework for human resources management to guide policy and practice in the organizations of the United Nations common system. The framework identifies core human resources elements with clear explanations of how all the various areas are linked and the principles that should guide work in each area. The latest revision, in 2018, included a section on gender and diversity. In 2022, the Commission's secretariat will report on gender and diversity in common system organizations.

## **Programme performance in 2020**

27.10 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Consistent application of staff conditions and entitlements during the COVID-19 pandemic**

27.11 Following the declaration by the World Health Organization (WHO) that COVID-19 was a pandemic, the ICSC secretariat supported common system organizations in navigating new challenges, such as potential health risks stemming from COVID-19 and the inability to properly carry out data collection and surveys. The ICSC secretariat developed and issued a publication answering frequently asked questions about COVID-19 relating to danger pay with regard to the COVID-19 situation in all languages, in collaboration with WHO. The publication served primarily as a set of guidelines for the identification of staff who would qualify for that special allowance, and enabled consistent decision-making regarding the eligibility and approval of danger pay for common system staff, such as front-line workers, who were at greater risk of exposure to COVID-19. In addition, in carrying

out mandated activities, particularly staff surveys, an emerging issue was the change in typical spending patterns as a result of government-enacted stay-at-home orders to limit the spread of COVID-19. Recognizing the potential negative impact that survey results could have on staff conditions of service and entitlements, ICSC analysed the results and the Chair of ICSC guaranteed that there would be no reduction in the net take-home pay for common system staff in the Professional and higher categories by approving interim special measures on net take-home pay.

*Progress towards the attainment of the objective, and performance measure*

27.12 The above-mentioned work contributed to the objective, as demonstrated by the consistent application of guidelines relating to entitlements for all staff within the common system. Emergent public health risks associated with the COVID-19 pandemic were reflected in the actions of ICSC, which recognized the increased health risks to staff and included, as mandated, eligibility for danger pay under certain high-risk work environments (see table 27.1).

Table 27.1

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Consistent application of staff conditions and entitlements for all common system staff that incorporated emergent public health risks associated with the COVID-19 pandemic

**Impact of COVID-19 on programme delivery**

27.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of ICSC. This impact included the cancellation of ICSC sessions and working groups on key areas, including parental leave and the review of salary survey methodologies. A number of salary surveys, including the cost-of-living surveys and data collection used for processing daily subsistence allowances, were postponed. Despite the impact of COVID-19, most of the regular activities of the Commission were implemented through different modalities. These changes had an impact on the programme performance in 2020, as specified in result 1 below.

27.14 At the same time, however, some planned deliverables and activities were modified and new activities were identified during 2020, within the overall scope of the programme objectives, in order to support common system organizations on issues related to the COVID-19 pandemic. Following the meeting in June of the ICSC working group on hardship classification of duty stations, an additional special meeting was held virtually by the ICSC secretariat in July with a focus on: (a) how to strengthen the overall capacity of the data collection process for the health factor under the ICSC hardship classification process; and (b) how to capture the impact of COVID-19 on the conditions of work and life in the field duty stations in terms of health. ICSC developed resources and guidelines to support common system organizations in navigating emergent challenges related to COVID-19. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

27.15 Reflecting the importance of continuous improvement and responding to the evolving needs of the common system, the Commission will mainstream lessons learned and best practices related to the adjustment and adaptation of its programme

owing to the COVID-19 pandemic. Specific examples of lessons learned include the continuation of virtual meeting modalities, which allow for the wider participation of stakeholders. There may be instances in which hybrid meetings would be preferred, in order to allow for successful negotiations with stakeholders; therefore, for future event planning, aspects of hybrid meetings will be employed to widen the engagement of staff and executive heads.

## **Planned results for 2022**

27.16 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: improved compensation package<sup>1</sup>**

#### **Programme performance in 2020**

27.17 After the approval of the new compensation package by the General Assembly in its resolution [70/244](#), the staff of the ICSC secretariat continued to provide guidance on the implementation of the changes approved by the Assembly. The Commission also monitored the progress of the implementation by organizations of the common system. Furthermore, as requested by the Assembly, the Commission launched a survey among common system organizations in order to solicit detailed feedback on the new package.

27.18 The above-mentioned work contributed to the full implementation of the compensation package, which did not meet the planned target of full and consistent implementation of the compensation package by all organizations of the common system, as reflected in the proposed programme budget for 2020. While the survey was launched to capture further details of the impact of the new compensation package and its consistent implementation, organizations were not in a position to obtain all of the information requested in the survey as a result of the COVID-19 pandemic. All organizations have committed to providing the requested information as soon as it becomes available.

#### **Proposed programme plan for 2022**

27.19 The Commission will continue its 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 Commission will continue to collect, review and analyse the results of the survey and present its findings in 2021. If any changes or updates are needed after the presentation of its report to the General Assembly, the Commission expects to address those changes in 2022. The expected progress is presented in the updated performance measure below (see table 27.2).

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<sup>1</sup> As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 31\)](#)).

Table 27.2  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
<ul style="list-style-type: none"> <li>Implementation of the new United Nations common system compensation package ongoing by all 28 organizations of the common system in a consistent fashion</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of the new common system compensation package by all 28 organizations of the common system</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of the compensation package</li> <li>Positive feedback was received from the organizations regarding the changes, including, for example, that the list of over 40 admissible expenses that could be claimed in administering the education grant was shortened to 4 items</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative and quantitative feedback received from staff and organizations reflect that the compensation package meets its intended goals and has a positive impact on organizational programme delivery</li> </ul>	<ul style="list-style-type: none"> <li>Endorsement of changes to the compensation package by the General Assembly</li> </ul>

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: focusing more on the needs of stakeholders<sup>2</sup>

### Programme performance in 2020

27.20 The Commission has, with the active participation of stakeholders, reviewed the operational rules of the post adjustment system and made a number of modifications to the operational rules regulating the determination of the post adjustment multiplier to contribute to its objective. Following the ruling of the International Labour Organization Administrative Tribunal on the results of the 2016 cost-of-living survey in Geneva, which resulted in different post adjustment scales for common system staff in Geneva, the goal of the review was to achieve an optimal balance among competing desirable compensation goals, including accuracy, transparency, simplicity, the stability of net remuneration and the predictability of its periodic adjustment. The Commission ensured full participation in the review by all stakeholders in order to increase confidence in the common system compensation system and to contribute to its objective of having fair and harmonized conditions of service.

27.21 The above-mentioned work contributed to a better understanding of the methodology used to determine the post adjustment multiplier as well as the Commission's role in the process, which met the planned target reflected in the programme budget for 2021. In particular, during the review meeting of the operational rules used in the post adjustment system, there was record attendance by all stakeholders, including the senior representatives of human resources of all common system organizations, representatives from the three staff associations and members of the Commission. The results of the review were then presented to the

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Advisory Committee on Post Adjustment Questions, an expert subsidiary body of ICSC that provides technical advice on the methodology of the post adjustment system. At this meeting, the changes in the operational rules were endorsed by members of the Advisory Committee in the presence of all aforementioned stakeholders. During the proceedings, no objections were raised by stakeholders, which provided a strong basis for increased awareness of and agreement on the operational rules that were discussed and endorsed.

### Proposed programme plan for 2022

27.22 The Commission will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Commission will work on promoting strong acceptance of the new methodology by all stakeholders, organizing more workshops on specific topics of interest and need as expressed by survey results, printing educational leaflets and proactively reaching out to all stakeholders. The ability of ICSC to achieve its objective in recommending improved conditions of service for staff will evolve based on trust from partners and a better understanding of the role of ICSC. The expected progress is presented in the performance measure below (see table 27.3).

Table 27.3  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
—	Staff litigation against a decision by the Commission	Improved understanding by staff of the methodology used to determine post adjustments and the role of the Commission, manifested through increased awareness of and expressed understanding by stakeholders during the review meeting and subsequent presentation and endorsement at the meeting of the Advisory Committee on Post Adjustment Questions	Absence of litigation from staff	General Assembly reiterating the role of the Commission, continued absence of litigation from staff and strong acceptance of new methodology by all stakeholders

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: improved conditions of service, retention and attraction of staff in duty stations with extreme hardship

27.23 Most duty stations with extreme hardship conditions are categorized as non-family locations, as internationally recruited staff members are not allowed to install their families because of dangerous conditions or the absence of adequate

housing. Staff members in these locations are entitled to a non-family service allowance. Some duty stations have extreme hardship conditions and lack adequate housing or educational and health facilities, but staff members can install their families there, though this is often not desirable. This has created problems for staff members, such as isolation from family and additional expenses related to maintaining another home outside the duty station for family members. The Commission has reviewed the situation and also noticed the difficulty in attracting staff, especially women, to those locations. To address this, the Commission decided to recommend some flexibility by allowing an element of choice for staff members. As a result, on a pilot basis, staff members at “E” duty stations where dependants could theoretically be installed were granted the option to decide whether or not to install their dependants, but were given an additional allowance to help defray the cost of having to maintain a second home if they chose not to install them. The pilot is due for review at the seventy-sixth session of the General Assembly.

*Lessons learned and planned change*

27.24 The lesson for the Commission was that analysing the motives, choices and actions of staff members can assist in workforce planning in different categories of duty stations, including non-family duty stations, and can also be used to evaluate costs to common system organizations. In applying the lesson, the Commission will regularize the analysis of staff choices and collaborate with the Human Resources Network Standing Committee on Field Duty Stations to create workforce planning data analytics. This analysis will help address staff needs in non-family duty stations, support the retention of staff and support recruitment to non-family duty stations, including through supporting the new approach to mobility in the common system.

*Expected progress towards the attainment of the objective, and performance measure*

27.25 The work is expected to contribute to the objective, as demonstrated by fair and harmonious conditions of service for staff in the field. The expectation is that it will be easier to fill vacancies at locations with extreme hardship conditions because of the flexibility offered to staff (see table 27.4).

Table 27.4  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Pilot initiated granting flexibility to staff in duty stations with extreme hardship conditions	Staff given choices in deciding whether or not to install their families in duty stations with extreme hardship conditions	Staff continue to make an informed choice and make use of the pilot grant enabling flexibility to staff in duty stations with extreme hardship conditions	Indications of staff satisfaction with the choice and flexibility provided to staff to decide on whether or not to install their families in duty stations with extreme hardship conditions	Attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship

**Legislative mandates**

27.26 The list below provides all mandates entrusted to ICSC.

## General Assembly resolutions

3357 (XXIX)

Statute of the International Civil Service  
Commission

75/245 A

United Nations common system

## Deliverables

27.27 Table 27.5 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 27.5

## International Civil Service Commission: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. International Civil Service Commission annual report	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>9</b>	<b>8</b>	<b>10</b>	<b>10</b>
2. Meetings of the Fifth Committee	1	1	1	1
3. Meeting of the Committee for Programme and Coordination	1	1	1	1
4. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meeting with the Advisory Committee on Post Adjustment Questions	1	1	1	1
6. Meetings of the International Civil Service Commission	1	1	2	2
7. Working group meetings of the International Civil Service Commission on specific issues of conditions of service	4	3	4	4
<b>Conference and secretariat services for meetings</b> (number of three-hour meetings)	<b>42</b>	<b>20</b>	<b>42</b>	<b>42</b>
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>17</b>	<b>17</b>	<b>17</b>	<b>18</b>
8. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	9	9	9
9. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	8	8	8	9
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
10. Salaries and allowances booklet	1	1	1	1
11. Post adjustment booklet	2	1	2	2
12. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
13. Information on danger pay locations	1	1	1	1
14. Danger pay for front-line workers	—	1	—	—
15. Frequently asked questions on COVID-19 (in collaboration with WHO)	—	1	—	—
16. Rest and recuperation framework	1	—	1	1
<b>C. Substantive deliverables</b>				

**Consultation, advice and advocacy:** advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); information meetings with Member States and organizations outside the United Nations common system.



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>E. Enabling deliverables</b>				
<b>Administration:</b> update and maintenance of the International Civil Service Commission website; preparation of documentation and substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; salary surveys and cost-of-living surveys carried out at more than 60 field duty stations.				

## Joint Inspection Unit

### Overall orientation

#### Mandates and background

27.28 The Joint Inspection Unit is mandated, through its statute, as contained in General Assembly resolution [31/192](#), to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

#### Programme of work

##### Objective

27.29 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination of the United Nations system.

##### Strategy

27.30 To contribute to the objective, the Joint Inspection Unit will ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination. The Unit will, in particular, undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety, and information technology. The Joint Inspection Unit will, in conducting its reviews, focus on system-wide issues that can be assessed across all or multiple organizations. The Joint Inspection Unit will also develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit.

27.31 The above-mentioned work is expected to result in:

- (a) Better information for legislative body decision-making;

(b) Improved efficiency and effectiveness of the organizations of the United Nations system;

(c) Improved coordination and collaboration of the organizations of the United Nations system.

## **External factors for 2022**

27.32 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.

27.33 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, these 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.

27.34 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including the Board of Auditors and the Office of Internal Oversight Services. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.

27.35 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the terms of reference for management and administrative reviews of single organizations conducted by the Joint Inspection Unit examine and report on the gender policies and practices of those organizations.

27.36 In line with the United Nations Disability Inclusion Strategy, the Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

## **Programme performance in 2020**

27.37 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Improved visibility and engagement by governing bodies in Joint Inspection Unit recommendations**

27.38 As a central agent of change in the United Nations system, the Joint Inspection Unit carries out evaluations and promotes and advances vital management, administrative and coordination issues. To be effective in this role requires the Unit to compel executive heads across the United Nations system to act in order to bring about impactful change, which often involves adapting complex and embedded organizational practices. In managing this challenge and to generate buy-in from

executive heads, the Unit engages in meetings with governing bodies and oversight committees and conducts conferences and workshops on a vast range of topics associated with the Unit's work, notably, on such topics as staff mobility, change management, knowledge management, results-based management, the investigations function and enterprise risk management.

27.39 The consideration of the reports of the Joint Inspection Unit by the governing bodies of participating organizations has increased as more organizations make time in their respective agendas to deliberate the substance of the Unit's reports. To achieve this, the Unit drew attention to the provisions in its statute regarding the consideration of the Joint Inspection Unit reports and highlighted those practices of organizations that should be considered good practices to emulate. This action improved the visibility of the Unit's reports, which has enhanced the consideration and deliberation of their substance by the governing bodies of the Unit's participating organizations.

27.40 The consideration of the reports of the Joint Inspection Unit by the governing bodies suggests that the selection of topics and the quality of the reports are relevant and important to the governing bodies.

*Progress towards the attainment of the objective, and performance measure*

27.41 The above-mentioned work contributed to the objective, as demonstrated by the advancement and mainstreaming of the reports and recommendations of the Joint Inspection Unit within the United Nations system organizations (see table 27.6).

Table 27.6

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	7 participating organizations' governing bodies regularly consider Joint Inspection Unit reports as an item on their agendas. Of these, 3 governing boards (the United Nations Educational, Scientific and Cultural Organization, the Joint United Nations Programme on HIV/AIDS and WHO) led the advancement and mainstreaming of the Joint Inspection Unit reports and recommendations, for instance, by requiring management to submit proposals to the board for implementing recommendations, requiring periodic reporting against the implementation of endorsed recommendations and enhancing transparency by publishing reports on implementation

**Impact of COVID-19 on programme delivery**

27.42 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Joint Inspection Unit. As an oversight body, the Joint Inspection Unit supports Member States through the preparation of relevant independent reviews as included in its programme of work. In this regard, the Joint Inspection Unit included the consideration of the impact of the COVID-19 pandemic on the organizations of the United Nations system as a matter to be evaluated in the context of the specific reviews included in the next programme work of the Unit (e.g., in 2021 the Unit included a review of business continuity policies and practices). The Unit adapted its approach (e.g., where in-person interviews were used, virtual interactions were employed instead) regarding data-collection activities necessary for the undertaking of the inspections and evaluations included in its 2020 annual programme of work. The change in the approach to planned data-collection activities had a qualitative impact on the data collected; however, it has not affected the quantitative results for 2020, as the number of deliverables produced was the same as planned. The impact on the qualitative aspects with regard to the comprehensiveness of data and insights usually gathered during on-site interviews and the direct observation and inspection of aspects of the subject under review was, however, expected.

**Result 1: increased acceptance of Joint Inspection Unit recommendations<sup>3</sup>****Programme performance in 2020**

27.43 The Joint Inspection Unit worked on 12 reviews (excluding 1 review that was suspended), of which 7 were carried over from previous years. Of the 12 reviews, the Unit completed 8 and issued those reports in 2020. During 2020, significant progress was made in bringing governing bodies of United Nations system organizations to deliberate on the substance of the Unit's reports. The Unit accomplished this by drawing attention to the statute of the Joint Inspection Unit and by engaging with organization management, particularly those based in Europe. The impact of these efforts in 2020 is likely to improve the rate of acceptance and implementation of recommendations in future years.

27.44 The above-mentioned work contributed to an acceptance rate for recommendations of 68 per cent for all reports issued in the period from 2012 to 2019, which did not meet the target of 70 per cent reflected in the proposed programme budget for 2020. The reduction in the acceptance rate could be attributable to several organizations postponing or reducing the agenda items of the meetings of governing bodies meetings owing to COVID-19, as well as the number of reports carried over from 2018 to 2019 (eight) and from 2019 to 2020 (seven). The rate of acceptance and implementation can only reasonably be measured between one and two years after the issuance of the review reports. Based on the relevance, importance and high priority of the subject matter, and the renewed focus on the reports of the Joint Inspection Unit by the governing bodies, the Unit is confident that the reports completed in 2019 and 2020 will contribute to an increase in the acceptance rate of recommendations in forthcoming years.

**Proposed programme plan for 2022**

27.45 The Joint Inspection Unit will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Unit will redouble efforts to improve the consideration of its reports by the governing bodies of participating organizations in a manner that includes deliberations

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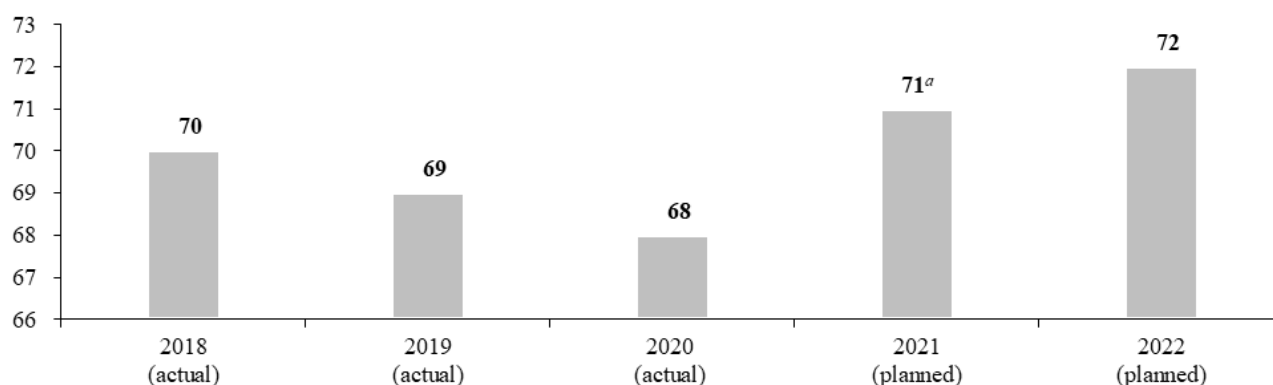
<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 31)).

on the substance of and taking decisions on the recommendations set out in the Unit's reports. The Unit has embarked on a campaign to that effect and will continue to promote improved adherence to the provisions of the statute of the Joint Inspection Unit for the consideration of Unit reports, and to bring to the attention of participating organizations the actions taken by organizations that are considered good practices by the Unit – with a request that these practices be adopted by all organizations. The expected progress is presented in the performance measure below (see figure 27.I).

Figure 27.I

**Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit**

(Percentage)



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

**Result 2: aligning the programme of work with priorities of the United Nations system for more effective contribution to legislative bodies and organizations<sup>4</sup>**

**Programme performance in 2020**

27.46 The Joint Inspection Unit prepared its programme of work after a consultative process that took into consideration proposals for reviews submitted by its participating organizations as well as by oversight bodies and the inspectors themselves. The final programme of work adopted by the Unit included five system-wide projects and one management and administration review. The review proposals for five of the six reviews emanated from submissions made by the Unit's participating organizations or their oversight bodies. The Unit also consulted with all participating organizations before confirming the programme of work to ensure that the reviews were relevant, important and of high priority.

27.47 The above-mentioned work contributed to 61 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization being accepted, and participating organizations, as well as oversight bodies, providing proposals for five of the six reviews adopted in the Unit's programme of work. The previous performance measure reflected in the programme budget for 2021 (A/75/6/Add.1) is reported in result 1, figure 27.II, above.

**Proposed programme plan for 2022**

27.48 The Joint Inspection Unit will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective,

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

the Unit will continue to produce high-quality reports on subjects that are relevant, important and of high priority to its participating organizations. To accomplish this, the Unit will revise its mechanisms for requesting proposals from participating organizations, oversight bodies and coordinating bodies and provide additional guidance to executive heads and entities to ensure that proposals are made regarding subjects that are relevant, important, of high priority and appropriate for the mandate of the Unit. The aim is to increase the rate of acceptance of recommendations. In particular, the Joint Inspection Unit will be targeting recommendations that have been made pertaining to enhancing system-wide coordination, cooperation, coherence and harmonization for which acceptance rates are showing a declining trend. The expected progress is presented in the performance measure (see table 27.7 below).

Table 27.7  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
<ul style="list-style-type: none"> <li>• 60 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted</li> <li>• Participating organizations as well as oversight bodies provided proposals for 4 of 9 reviews adopted in the Unit's programme of work</li> </ul>	<ul style="list-style-type: none"> <li>• 65 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted</li> <li>• Participating organizations as well as oversight bodies provided proposals for 5 of 8 reviews adopted in the Unit's programme of work</li> </ul>	<ul style="list-style-type: none"> <li>• 61 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted</li> <li>• Participating organizations as well as oversight bodies provided proposals for 5 of 6 reviews adopted in the Unit's programme of work</li> </ul>	<ul style="list-style-type: none"> <li>• 63 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted</li> <li>• Participating organizations as well as oversight bodies provide proposals for 5 of 7 reviews adopted in the Unit's programme of work</li> </ul>	<ul style="list-style-type: none"> <li>• 66 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted</li> <li>• Participating organizations as well as oversight bodies provide proposals for 6 of 8 reviews adopted in the Unit's programme of work</li> </ul>

*Note:* The acceptance rates are based on recommendations contained in reports of the Joint Inspection Unit issued in previous years. For example, the rate for 2018 is based on reports issued in 2015 and 2016; 2019 in 2016 and 2017; and 2020 in 2017 and 2018. This delay provides for the time taken for the consideration of reports by organizations.

### **Result 3: governing bodies regularize their consideration of Joint Inspection Unit reports**

#### **Proposed programme plan for 2022**

27.49 The value and impact of the reports of the Joint Inspection Unit are only realized when the recommendations in those reports are accepted and implemented by the participating organizations. The Unit has made progress with six governing bodies, including the General Assembly, to ensure the regular scheduling of the consideration of the Unit's reports. These governing bodies also invite the Unit to introduce the reports, participate in the deliberations and answer relevant questions. The governing bodies take decisions on the implementation of recommendations in accordance with article 11 (4) of the Unit's statute.

### *Lessons learned and planned change*

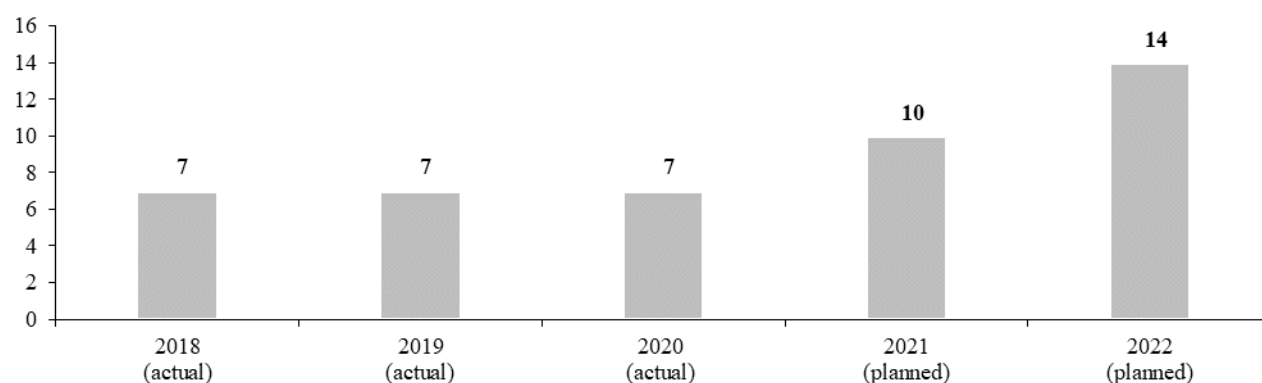
27.50 The lesson for the Joint Inspection Unit was that it could strengthen and diversify its strategies to support the understanding and consideration of its reports and in turn support the further acceptance and implementation of recommendations. In particular, the Unit examined and identified variations in how the various governing boards considered and deliberated on the Unit's reports. In applying the lesson, the Unit will consider the variations in deliberations and focus on efforts to support governing bodies in their consideration in more systematic ways, as guided by the Joint Inspection Unit statute. The Unit will make targeted efforts in 2022 to increase the number of governing bodies considering the Unit's reports and will, as appropriate, seek invitations to meet with governing boards and present the findings and recommendations of the reports. Moreover, to build a longer-term working relationship and strengthen accountability, the Unit will request that the governing board secretariats provide information and updates on the acceptance of recommendations and plans for implementation.

### *Expected progress towards the attainment of the objective, and performance measure*

27.51 This work is expected to contribute to the objective, as demonstrated by an increase in the number of governing bodies that consider the reports of the Joint Inspection Unit in accordance with article 11 (4) of its statute, which will in turn improve the rate of acceptance and implementation of recommendations (see figure 27.II).

Figure 27.II

**Performance measure: total number of governing bodies that regularize their consideration of Joint Inspection Unit reports (cumulative)**



### **Legislative mandates**

27.52 The list below provides all mandates entrusted to the Joint Inspection Unit.

#### *General Assembly resolutions*

<a href="#">31/192</a>	Statute of the Joint Inspection Unit	<a href="#">73/287</a>	Joint Inspection Unit
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## Deliverables

27.53 Table 27.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.8

### Joint Inspection Unit: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>10</b>	<b>9</b>	<b>10</b>	<b>9</b>
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	11	1	
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	9	8	9	8
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>18</b>	<b>12</b>	<b>18</b>	<b>14</b>
3. Meetings of the Fifth Committee	13	10	13	12
4. Meetings of the Second Committee	2	1	2	1
5. Meetings of the Committee for Programme and Coordination	2	–	2	2
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>–</b>	<b>1</b>	<b>1</b>
7. Notes and management letters by the Joint Inspection Unit	1	–	1	1

## United Nations System Chief Executives Board for Coordination

### Overall orientation

#### Mandates and background

27.54 The United Nations System Chief Executives Board for Coordination, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of the Board derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action by the entities of the United Nations system is more important than ever. The COVID-19 crisis has exposed fragilities, exacerbated vulnerabilities, reversed development gains and created serious risks for peace and security across the world. The longer-term effects of the pandemic, most notably its socioeconomic fallout, will shape the work of the United Nations for years to come. Mobilizing the system's collective capacity is vital to guiding a sustainable and inclusive recovery from the pandemic and



supporting the broad and integrated implementation of the 2030 Agenda by Member States, as well as the full range of mandates entrusted to United Nations system entities.

## **Programme of work**

### **Objective**

27.55 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

### **Strategy**

27.56 To contribute to the objective, CEB and its two high-level committees will continue to provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas, and coordinate the use of resources, capacities and knowledge. CEB will provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations. CEB, through its High-level Committee on Programmes, will continue to foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals. It will develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action. Through its High-level Committee on Management, CEB will continue to foster the development of innovative approaches to improve efficiency and simplify business practices, and accelerate the harmonization, mutual recognition and integration of business operations. It will utilize its functional networks on finance and budget, human resources, digitization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management.

27.57 For 2022, the planned deliverables and activities reflect the known and anticipated challenges related to COVID-19 that are being faced by the United Nations system and Member States. The CEB secretariat plans to support the United Nations system in addressing issues related to COVID-19 by continuing to pursue a coherent and coordinated response to the pandemic and to support efforts to recover better from both the management and programmatic perspectives.

27.58 The above-mentioned work is expected to result in:

- (a) Accelerating progress towards the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities;
- (b) A more coherent and coordinated United Nations system response to global challenges, including recovery from COVID-19;
- (c) Greater capacity of United Nations system organizations to provide effective management responses that support the delivery of mandates.

## External factors for 2022

27.59 With regard to the external factors, the overall plan for 2022 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.

27.60 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to have a further 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.

27.61 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks. For example, the inequalities task team, established by the High-level Committee on Programmes in 2019, works to strengthen the United Nations system's leadership, coordination and impact with regard to reducing inequalities. Gender equality and women's empowerment feature prominently in its activities, advanced under the direction of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Office of the United Nations High Commissioner for Human Rights. In 2020, one product of the inequalities task team was a policy brief entitled "COVID-19, inequalities and building back better".<sup>5</sup> The brief provides high-level policy guidance and concrete recommendations on pathways leading from a state of crisis towards transformed economies and more equitable, gender-just societies. In 2022, CEB will continue to incorporate gender equality and women's empowerment into the activities of its high-level committees and will support the development of products that maximize leadership and coordination opportunities across the United Nations system.

27.62 With regard to disability inclusion and in line with the United Nations Disability Inclusion Strategy, CEB will continue to support the advancement of disability inclusion.

## Programme performance in 2020

27.63 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### **Operational continuity through agile inter-agency alignment of administrative responses to the COVID-19 situation**

27.64 During 2020, the COVID-19 pandemic had a significant impact on the human resources-related work of the CEB member organizations in multiple ways, ranging from the need to adapt and reconfigure office space in response to the new challenges, to the search for solutions for rest and recuperation provisions in a dynamically changing environment that had fewer flight connections and closed borders, to the requirement to align the handling of a multitude of exceptional requests by staff regarding particular personal situations.

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<sup>5</sup> See <https://unsceb.org/covid-19-inequalities-and-building-back-better-policy-brief-hlcp-inequalities-task-team>.

27.65 The Human Resources Network of the High-level Committee on Management swiftly adjusted to the new situation by increasing the number and frequency of virtual coordination sessions of its field group and the Network itself, in particular during the initial months of the pandemic, with a minimum of weekly meetings. These meetings were aimed at coordinating critical issues at hand, liaising with key partners such as ICSC, medical directors or controllers, and agreeing on specific administrative guidelines in response to the changing COVID-19 situation. This allowed management in the various organizations and duty stations to receive swift guidance regarding particular challenges and facilitated a largely harmonized approach within the United Nations system, in particular in field locations. This was particularly important in situations in which the effects of the COVID-19 situation were amplified by other unexpected emergencies, such as the explosion at the port of Beirut.

*Progress towards the attainment of the objective, and performance measure*

27.66 The above-mentioned work contributed to the objective, as demonstrated by the timely availability of United Nations system-wide administrative guidelines in response to emergency situations and their necessary updates to adjust to the rapidly changing circumstances. Specifically, in 2020 four versions of human resources administrative guidelines on dealing with the pandemic situation were made available, as were four versions of specific guidance notes on options for rest and recuperation duty stations that were affected by COVID-19 travel restrictions. (see table 27.9).

Table 27.9  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)
—	—	United Nations system organizations had access to and were supported and guided by administrative guidelines in response to emergency situations, and their necessary updates, to adjust to the rapidly changing circumstances

**Impact of COVID-19 on programme delivery**

27.67 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the CEB secretariat. The impact was predominantly reflected as a change in the mode of meetings from in-person to virtual, which required that they be abbreviated in scope and duration. Furthermore, the CEB secretariat supported only one meeting each of the Economic and Social Council and of the Committee for Programme Coordination in 2020 instead of the planned two each, owing to disruptions caused by the pandemic. These changes had an impact on the programme performance in 2020, as specified in result 2 below.

27.68 At the same time, however, the CEB secretariat identified new and modified activities within the overall scope of the objectives of the programme in order to support the United Nations system and Member States on issues related to the COVID-19 pandemic. Its agendas were structured to rally and align the United Nations system in response to the crisis, and to reflect on multilateralism and the common agenda and challenges for the United Nations system in a post-COVID-19 world. Several work streams of the High-level Committee on Programmes took on a

COVID-19 angle, such as those on inequalities, indigenous peoples and biodiversity. The High-level Committee on Management convened a number of ad hoc meetings to address the evolving situation in an agile and timely manner, issued and updated administrative guidelines and integrated a COVID-19 perspective into its ongoing work. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

27.69 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the CEB Secretariat 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 lessons learned include that shortened virtual meeting formats limit the ability of members to discuss important issues of system-wide relevance in depth, and limit their ability to participate fully due to time differences, technical difficulties and/or time constraints. Furthermore, critical networking opportunities that facilitate the resolution of issues and create informal synergies between organizations are not readily replicable. While the majority of the Board's and Committees' work therefore does not lend itself to be moved online and/or to a virtual format, the secretariat will explore the potential for virtual intersessional meetings of the Committees to discuss any time-sensitive matters.

### **Result 1: scaling up innovation across the United Nations system<sup>6</sup>**

#### **Programme performance in 2020**

27.70 The CEB secretariat has continued to support efforts to foster and scale up innovation across the United Nations system, in line with its mandate. In particular, it cooperated with the United Nations System Staff College and the United Nations Innovation Network to build on the foundation provided by the United Nations innovation toolkit, formally launched in November 2019, to support a comprehensive approach to innovation to improve the capability of United Nations system entities to systematically innovate to serve their beneficiaries. As the custodian of the toolkit, the Staff College, in partnership with the Innovation Network and with the support of the CEB secretariat, organized live events to showcase its application. An "Introduction to innovation" asynchronous online course was launched in 2020, and dashboard functionality that tracks the aggregated results of the innovation assessments and tool usage of each United Nations system organization over time was progressively rolled out with the aim of informing executive decision-making with regard to promoting a culture of innovation.

27.71 The above-mentioned work contributed to raising awareness of and engagement with the toolkit, which met the planned target that the innovation toolkit be adopted as a key reference within the United Nations system, as reflected in the proposed programme budget for 2020.

#### **Proposed programme plan for 2022**

27.72 The CEB secretariat will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the CEB secretariat will continue to promote the usage of the toolkit and participation in Staff College courses; champion and support the Staff College's efforts to augment and expand its learning programmes and products on innovation; and link these efforts, as appropriate, back to the work of the CEB mechanisms, all with the aim of improving and expanding the innovation mindset and capacity of United Nations system staff. The expected progress is presented in the performance measure below (see table 27.10).

<sup>6</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 31)).

Table 27.10  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Absence of system-wide guidance/tools on fostering innovation	Online publication of first-generation United Nations innovation toolkit	Adoption of United Nations system innovation toolkit as a key reference for promoting a culture of innovation	United Nations system innovation toolkit is incorporated into system-wide learning programmes delivered by the United Nations System Staff College	Innovation mindset and capacity of United Nations system staff improves and expands

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## **Result 2: adoption of policies by member organizations to realize the future of the United Nations system workforce<sup>7</sup>**

### **Programme performance in 2020**

27.73 The CEB secretariat has supported the High-level Committee on Management and its Task Force on the Future of the United Nations System Workforce in considering new ways of working and recommending elements to foster an enabling culture and positive employee experience, examining pilot initiatives using technology and developing proposals for new sustainable contractual modalities. In June 2020, the High-level Committee on Management reoriented the work of the Task Force in the light of the impact of the COVID-19 pandemic, with the support of the CEB secretariat, to refocus the work of the Task Force towards areas that would have the most potential effect on the immediate future, including an expanded approach to flexible working that is supported by modern and sustainable workforce arrangements and enabling technologies. In the remaining months of the year, the Task Force made substantial progress towards the definition of elements of a draft policy for flexible working modalities. The CEB secretariat also led a system-wide consultation among members of the High-level Committee on Management to collect comments on and input for the proposed efforts of the Task Force outlined in its interim report. Furthermore, the CEB secretariat coordinated the engagement with ICSC, staff federations and other stakeholders.

27.74 The above-mentioned work contributed to the finalization in 2021 of elements of a United Nations system model framework for flexible working, which did not meet the target of a High-level Committee on Management-approved and CEB-endorsed model framework for the United Nations system workforce reflected in the programme budget for 2021. The impact of the COVID-19 pandemic on the United Nations system workforce compelled the Committee and its Task Force, and in turn the CEB secretariat, to adapt its work to take a phased approach. A first phase responded to the immediate need for policy development regarding flexible working arrangements, taking into account forced experiences brought about by the COVID-19 pandemic.

<sup>7</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

### Proposed programme plan for 2022

27.75 The CEB secretariat will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the CEB secretariat will support the development of a model framework on flexible working modalities aimed at the implementation by individual organizations of related administrative guidance and policies towards a more modern and agile United Nations system workforce. The work will consider a holistic approach, including people-centred and cultural aspects, leadership commitments and the development of elements of possible new working modalities. These elements will ultimately align with the original target. The expected progress is presented in the performance measure below (see table 27.11).

Table 27.11

#### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)<sup>a</sup></i>	<i>2022 (planned)</i>
Examination by the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) functional networks on the impact of digital technology and innovation on the workforce of their relevant functional areas	Endorsement by CEB of a United Nations system strategy on the future of work; establishment of a cross-functional Committee task force on the future of the United Nations system workforce	Progress towards the definition of elements of a draft policy for flexible working modalities	Adoption by individual United Nations system organizations of administrative guidance and policies to facilitate a more agile and responsive workforce	Implementation by individual organizations of related administrative guidance and policies towards a more modern and agile United Nations system workforce

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 3: United Nations system-wide financial statistics for better decision-making, greater transparency and enhanced accountability

#### Proposed programme plan for 2022

27.76 Under the direction of the High-level Committee on Management and in partnership with the United Nations Sustainable Development Group, the CEB secretariat supported the development in 2018 of six United Nations data standards for the reporting of United Nations system-wide financial information – the “data cube initiative” – and a road map for their implementation. This has since contributed to the collection of more comprehensive and comparable data. In 2020, further improvements were made to the existing guidance for reporting, in collaboration with the Organisation for Economic Co-operation and Development and the International Aid Transparency Initiative, allowing for greater harmonization and streamlining of multiple reporting requirements. The road map was updated to incorporate lessons learned from past data collection exercises, enabling better support to entities in complying with the two standards that are currently in a transitional period,<sup>8</sup> and

<sup>8</sup> Standard III, geographic location, and standard V, Sustainable Development Goals, both with mandatory reporting from 1 January 2022.

incorporating the latest provisions from the Data Strategy of the Secretary-General for Action by Everyone, Everywhere,<sup>9</sup> which highlights the data cube as one of three initial priority programmes.

*Lessons learned and planned change*

27.77 The lessons for the CEB secretariat are twofold. On the one hand there is a high demand for more disaggregated data, compatible with the Sustainable Development Goals, that can be used for insight and decision-making and to guide the COVID-19 recovery. On the other hand, entities are experiencing reporting fatigue, as more effort is required to address the growing demand for information. In applying the lessons, the CEB secretariat has updated the road map to strengthen the integration of data across organizations, whenever feasible, to incorporate disaggregated data and to enhance alignment and streamline the multiplicity of reporting requirements through the development of a minimum data set.

*Expected progress towards the attainment of the objective, and performance measure*

27.78 This work is expected to contribute to the objective, as demonstrated by the fact that a commonly accepted United Nations system-wide framework for the reporting of financial data improves reliability and comparability. In addition, this framework requires the reporting of disaggregated data by function, country, donor and Sustainable Development Goal, enhancing transparency and accountability with regard to system-wide financial flows. All this aims at producing system-wide data that is aligned with international standards and is easily accessible to Member States and other stakeholders. Ultimately, the data cube framework is intended to strengthen the comprehensiveness, comparability and analytical quality of information on financial resources and their utilization in support of the 2030 Agenda for Sustainable Development, in line with the commitments of the funding compact and the vision of the Data Strategy of the Secretary-General (see table 27.12).

Table 27.12  
**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Approval of six data standards for the reporting of United Nations system-wide financial information and draft road map	Successful first data collection available under the new standards and finalization of road map for implementation	Greater harmonization of reporting; availability of an updated road map and improved guidance for reporting entities	Availability of disaggregated data; greater intra-United Nations system data-driven coordination; streamlining of reporting requirements through a minimum data set	United Nations system-wide comprehensive, comparable financial data with analytical quality, enhanced transparency and accountability on system-wide financial flows and data aligned with international standards that is easily accessible

<sup>9</sup> See [www.un.org/en/content/datastrategy/index.shtml](http://www.un.org/en/content/datastrategy/index.shtml).

## Legislative mandates

27.79 The list below provides all mandates entrusted to CEB.

### *General Assembly resolutions*

64/289	System-wide coherence	74/251	Programme planning
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

### *Economic and Social Council resolutions and decisions*

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination
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## Deliverables

27.80 Table 27.13 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 27.13

### **United Nations System Chief Executives Board for Coordination: 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>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>11</b>	<b>12</b>	<b>10</b>	<b>10</b>
1. Annual overview report of the United Nations System Chief Executives Board for Coordination for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	1	1	–	1
3. Note by the Secretary-General with comments by the United Nations System Chief Executives Board for Coordination on reviews conducted by the Joint Inspection Unit	9	10	9	8
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>16</b>	<b>13</b>	<b>15</b>	<b>13</b>
4. Meetings of the Fifth Committee	7	6	6	7
5. Meetings of the Second Committee	4	2	4	2
6. Meeting of the Committee for Programme and Coordination	2	1	2	2
7. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. Meetings of the Economic and Social Council	2	3	2	1
<b>B. Generation and transfer of knowledge</b>				
<b>Technical materials</b> (number of materials)	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>
9. Reports on United Nations system financial, human resources and procurement statistics	4	4	4	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3



Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> United Nations system annual financial and human resources statistics (from 40 reporting entities) and United Nations System Data Catalog (some 4,000 data sets from approximately 70 organizations) available to all Member States and other stakeholders.				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> United Nations System Chief Executives Board for Coordination website accessible by all Member States and other stakeholders.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> summary of deliberations of two regular sessions (each) of the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes and the High-level Committee on Management and its networks; reports for scheduled meetings of the International Civil Service Commission on common positions of the United Nations system relating to conditions of service in the common system for the Commission; biannual promulgation of rates for freelance interpreters and translators; secretariat support for meetings of the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes and the High-level Committee on Management and its networks; maintenance of data management portal for the collection of data for the entire United Nations system on human resources and financial data (annual collection from approximately 40 entities); annual headcount of United Nations system field staff; secretariat support for the Task Force on Accounting Standards and all ad hoc inter-agency task arrangements, and for quarterly inter-agency meetings of the Task Force on Accounting Standards and the Board of the International Public Sector Accounting Standards, the Standards accounting guidance and system-wide support papers to United Nations entities.				

## Programme 28

### Safety and security

#### Legislative mandates

28.1 The list below provides all mandates entrusted to the programme.

#### *General Assembly resolutions and decisions*

<a href="#">54/192</a> , <a href="#">55/175</a> , <a href="#">75/125</a>	Safety and security of humanitarian personnel and protection of United Nations personnel	<a href="#">57/567</a>	Inter-organizational security measures: framework for accountability for the United Nations field security management system
<a href="#">56/255</a> , sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel	<a href="#">59/276</a> , sect. XI	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations
<a href="#">56/286</a>	Strengthening the security and safety of United Nations premises	<a href="#">61/263</a>	Strengthened and unified security management system

#### *Security Council resolutions*

[1502 \(2003\)](#)

## Programme of work

### Subprogramme 1

#### Security and safety services

#### Objective

28.2 The objective, to which this subprogramme contributes, is to ensure a safe and secure environment for all United Nations personnel, delegates, dignitaries and other visitors while conducting activities at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

#### Deliverables

28.3 Table 28.1 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 28.1

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables****Safety and security**

**Security of United Nations premises:** security risk management services and access control for approximately 8 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions.

**Security of United Nations special events:** coordination and provision of security services for approximately 200 United Nations special events and conferences held away from United Nations premises per year.

**Specialized security services:** specialized security services, including the provision of close protection for senior United Nations officials and visiting dignitaries, and investigations of security incidents and fire safety.

## **Subprogramme 2**

### **Regional field operations**

**Objective**

28.4 The objective, to which this subprogramme contributes, is to ensure the safety and security of personnel and the security of United Nations premises and assets in the United Nations field duty stations to enable the implementation of United Nations mandates, programmes and activities worldwide.

**Deliverables**

28.5 Table 28.2 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 28.2

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory***Category and subcategory***E. Enabling deliverables****Safety and security**

**Security assessments:** security services and deployment of 50 security personnel in response to emergencies.

**Training and capacity-building:** workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices for key security personnel of United Nations security management systems, such as designated officials for security, chief security advisers and security advisers.

## **Subprogramme 3**

### **Specialized operational support**

**Objective**

28.6 The objective, to which this subprogramme contributes, is to ensure the safety and security of United Nations operations, premises and personnel, and improve the efficiency and effectiveness of the security operations and the security management system of the United Nations.

## Deliverables

28.7 Table 28.3 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 28.3

### Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

*Category and subcategory*

#### E. Enabling deliverables

##### Safety and security

**Critical incident stress management:** provision of emotional first aid and psychological support to United Nations personnel following reported critical incidents or as a resilience-building measure, stress management and resilience-building training for personnel and dependents in high-risk duty stations, training on critical incident stress management during emergencies to 120 United Nations counsellors and external mental health professionals, technical supervision to United Nations field counsellors, expert advice and consultations on psychosocial well-being to 450 managers in the field and at Headquarters, and briefings on the management of stress and critical incident stress policy.

**Physical security:** providing dedicated assessments of the physical security of United Nations premises globally, as well as topical guidance, physical security training and analysis of data provided by the physical security assessment app.

**Training and capacity-building:** provision of security learning throughout the United Nations security management system through the use of technology, diverse learning methodologies and partnerships to enhance delivery capacities.

**Protection coordination:** implementation of the Department's protective services strategy with continued travel tracking and coordination of the movement of senior United Nations officials, in addition to planning and coordinating with respective Missions the delivery of mandatory certification training to close protection officers.

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