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Programme budget for 2021

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Programme budget for 2021



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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 2021 were approved by the General Assembly in its resolution [75/243](#), following its consideration of the reports of the Secretary-General on the proposed programme budget for 2021: part II, proposed programme plan for 2021 and programme performance for 2019,¹ and the report of the Committee for Programme and Coordination on the work of its sixtieth session.²

2. Chapter II of the present document contains the programme plans for each of the 28 programmes under the regular budget, as approved by the General Assembly in resolution [75/243](#).

¹ [A/75/6 \(Sect. 2\)](#), [A/75/6 \(Sect. 3\)](#), [A/75/6 \(Sect. 4\)](#), [A/75/6 \(Sect. 5\)](#), [A/75/6 \(Sect. 6\)](#), [A/75/6 \(Sect. 8\)](#), [A/75/6 \(Sect. 9\)](#), [A/75/6 \(Sect. 10\)](#), [A/75/6 \(Sect. 11\)](#), [A/75/6 \(Sect. 12\)](#), [A/75/6 \(Sect. 13\)](#), [A/75/6 \(Sect. 14\)](#), [A/75/6 \(Sect. 15\)](#), [A/75/6 \(Sect. 16\)](#), [A/75/6 \(Sect.16\)/Corr.1](#), [A/75/6 \(Sect. 17\)](#), [A/75/6 \(Sect. 18\)](#), [A/75/6 \(Sect. 19\)](#), [A/75/6 \(Sect. 20\)](#), [A/75/6 \(Sect. 21\)](#), [A/75/6 \(Sect. 22\)](#), [A/75/6 \(Sect. 24\)](#), [A/75/6 \(Sect. 25\)](#), [A/75/6 \(Sect. 26\)](#), [A/75/6 \(Sect. 27\)](#), [A/75/6 \(Sect. 27\)/Corr.1](#), [A/75/6 \(Sect. 28\)](#), [A/75/6 \(Sect. 29A\)](#), [A/75/6 \(Sect. 29B\)](#), [A/75/6 \(Sect. 29C\)](#), [A/75/6 \(Sect. 29E\)](#), [A/75/6 \(Sect. 29F\)](#), [A/75/6 \(Sect. 29G\)](#), [A/75/6 \(Sect. 29G\)/Corr.1](#), [A/75/6 \(Sect. 30\)](#), [A/75/6 \(Sect. 31\)](#) and [A/75/6 \(Sect. 34\)](#).

² *Official Records of the General Assembly, Seventy-fifth Session, Supplement No. 16 (A/75/16)*.

Chapter II

Programme plans for 2021

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

Mandates and background

1.1 The mandates of the Department for General Assembly and Conference Management derive from the relevant rules of procedure and resolutions of the principal organs of the United Nations, including General Assembly resolutions [43/222](#) A–E, [50/11](#), [73/341](#), [73/346](#) and [74/252](#). In accordance with Assembly resolution [57/283](#) B, the Under-Secretary-General for General Assembly and Conference Management has the authority to implement policies, formulate standards and guidelines, manage resources under section 2 of the programme budget and oversee operations at Headquarters, while the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi are responsible for ensuring the implementation of those policies, standards and guidelines and for managing day-to-day operations at their respective duty stations. Furthermore, the Secretary-General has promulgated the establishment of a new framework for delegation of authority (see [ST/SGB/2019/2](#)), a core principle of which is the delegation of centrally held decision-making closer to the point of service delivery.

1.2 Areas covered by the programme of work include: (a) the facilitation, through the provision of procedural and technical secretariat support and authoritative advice, of the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, and special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of meetings of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the intergovernmental negotiations on the question of equitable representation and increase in the membership of the Security Council and other matters related to the Council; (b) the provision of substantive and technical secretariat support to the Committee on Conferences; (c) the provision of high-quality conference-servicing support, including multilingual meeting and documentation services, to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations at other locations, under shared responsibility with the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, taking into account the principle of equal treatment to be applied to all official languages in each organ of the Organization; and (d) the provision of protocol services for the Secretary-General, the Deputy Secretary-General and visiting high-level dignitaries, as well as host country liaison services for Member States and Permanent Observers and the provision, upon request, of protocol services to the President of the General Assembly. In addition, pursuant to Assembly resolution [69/250](#), the Under-Secretary-General for General Assembly and Conference Management is responsible for Secretariat-wide coordination of multilingualism as an important principle for the United Nations and serves as the lead on the system-wide

coordination of multilingualism in collaboration with the secretariat of the United Nations System Chief Executives Board for Coordination.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions on the pattern of conferences, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the programme seeks to make further progress in the integrated global management of the conference services at all duty stations in order to achieve further synergies and full-system benefits. The Department will continue to supply, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support, in the most cost-efficient manner and at the highest level of quality, made possible by the revolutionary changes in various language and other technologies.

1.4 The Department will continue to focus on advance planning for the effective management of conference services, optimize workflows, align capacity with expected output and pay special attention to the end results and overall performance. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies. Centrally coordinated analysis of key performance indicators and evaluation will facilitate informed managerial decision-making and monitoring. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-servicing duty stations. Global information technology tools will continue to be maintained jointly to facilitate efficient and effective resource utilization and maximize the use of electronic tools and processes in conference-servicing operations. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of the Department's performance indicators and methods of work with best industry practices. Those efforts, subject to relevant provisions of pertinent General Assembly resolutions on the pattern of conferences, the revitalization of the work of the General Assembly and multilingualism, will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme.

1.5 The continued standardization and harmonization of the Department's activities in all four duty stations, with sensitivity to local specificities and the needs of local clients, will increase the productivity of the documentation services, including translation. Increased emphasis on maximum utilization of in-house capacity and further harmonization of the productivity and quality assurance standards will be facilitated by a common computer-assisted translation and terminology platform (eLUNa and other related gText tools) and a documentation workflow system (gDoc 2.0) that are also accessible to external collaborators. Refined tools, such as gMeets, eAPG, e-deleGATE and Indico, will optimize meeting and participation management, the assignment of interpreters and the provision of electronic secretariat services to delegations.

1.6 Training of staff, targeted outreach to educational institutions that train language professionals and other measures aimed at enhancing the Department's capacity to support multilingualism will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Efforts will continue to build a larger, more versatile and more balanced pool of qualified

language staff across languages and duty stations. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

Strategy and external factors for 2021

1.7 The strategy for 2021 includes the Department continuing to focus on advance planning to ensure the effective management of conference services and intensifying its efforts to innovate, leveraging technology and the potential of automation to optimize working methods and capacity utilization and improve the experience of participants in the meetings organized by the Department. The pace of technological change is accelerating further and continues to have an impact on the way in which delegates and the general public access United Nations resources. More than 39 per cent of users of the digital version of the Journal of the United Nations now access it on a mobile device (compared with 31 per cent in September 2018). The Department has responded by rolling out a new version of the Journal in 2019 with an updated modern design more suitable for mobile use.

1.8 The Department will further enhance its system for managing meetings, improve its interpretation assignment system (eAPG 2.0) and refine the digital version of the Journal of the United Nations in the six official languages to complement other tools aimed at improving the user experience, such as the e-subscription system for receiving documents on mobile devices and the e-deleGATE portal, a single-entry platform that allows delegates to inscribe their names on lists of speakers, open draft resolutions for sponsorship, join in sponsoring draft resolutions and register lists of delegations at any hour of the day from any location. While a major upgrade of the e-deleGATE platform is under way and will be completed in 2021, mobile-friendly entry pages to e-deleGATE and related resources were rolled out to the delegates of the plenary and the six Main Committees of the General Assembly in 2019.

1.9 New types of the official documents of the United Nations that will be machine-readable and offer fundamentally enhanced searchability and compatibility with the documentation of the United Nations system entities will be piloted and gradually rolled out. Different conference management software systems operated by the Department will be integrated to ensure the flow of data between them, with the ultimate goal of avoiding duplication of data entry at various stages of the single servicing supply chain.

1.10 The proactive analysis of client needs and feedback will continue to guide the Department's activities in supporting the work of the intergovernmental and expert bodies that it services. Building on the success of the shift to remote competitive examinations between 2016 and 2020, remote modalities for optimizing outreach, enhancing training and making recruitment accessible to eligible candidates everywhere will be explored further. Workflows will be further harmonized with the implementation of gDoc 2.0, the next stage of the in-house tool that fully integrates the software applications used for processing documents, from their submission to their publication in electronic format in the Official Document System (ODS).

1.11 Special attention will be paid to recalibrating the skills and occupational orientation of language staff, as new realities of conference servicing require wider functional flexibility, the utilization of technologies and the ability to fit methods of work to an expected purpose. The Department will continue to work with universities and other institutions through the outreach programme and implement communications strategies to ensure a supply of talented language professionals who have the skill sets required by United Nations language staff today. The potential of e-learning tools to allow on-demand and just-in-time training and to share substantive knowledge among staff and with new and potential recruits will be fully utilized.

1.12 The Department will continue to coordinate multilingualism in the Secretariat and the United Nations system at large by providing guidance to all entities through the network of focal points. The expected achievements include more systematic advocacy and wider understanding of multilingualism as a means of enhancing the effectiveness of the Organization's work vis-à-vis the constituencies it serves.

1.13 The Department will perform its core functions while employing environmentally friendly and sustainable working methods, and will pursue innovation and good practices that will contribute to carbon neutrality in conference servicing, such as remote testing of prospective employees and contractors and electronic processing and provisioning of documentation.

1.14 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Meetings and sessions are held as planned and information on changes in the calendar of meetings is made available in a timely manner and in conformity with the applicable rules of procedure;

(b) The number of non-calendar meetings does not exceed that of 2019;

(c) Extraordinary meetings, including special and emergency special sessions, will be scheduled with sufficient notice;

(d) The current policy of providing meeting services to the regional and other major groupings of Member States on an "if available" basis will remain unchanged;

(e) Unforeseen high-priority documentation that is disruptive to the planned processing of documentation will be minimal;

(f) Stakeholders will fulfil their responsibilities and obligations in accordance with established rules for the submission of documentation and meeting requests;

(g) Developments in technology and related industries will support the business processes for meeting and documentation services;

(h) A sufficient number of qualified language professionals will be available for temporary assistance (on and off site) and contractual work.

1.15 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Department has achieved equal representation of women among staff and has established assessment panels with due consideration of gender perspective, and has consistently implemented annual action plans on gender equality and the empowerment of women since 2016, as a result of its continued commitment. At the operational level, the Department tracks representation by including gender-disaggregated statistics in internal monthly reports provided to the line managers.

1.16 The Department will be guided by General Assembly resolutions [73/341](#) and [74/253](#), as well as by the United Nations Disability Inclusion Strategy, with regard to registration systems, workflows, seating arrangements and conference services with a view to assisting the delegates and participants with disabilities to contribute on equal terms to the work of the United Nations. The Department will continue to contribute to improving the accessibility of documentation and meeting services it provides by relying on its own network of specific area focal points and interacting with other departments and offices of the Secretariat. It will collaborate with its clients to cover various disability inclusion requirements with regard to services, facilities and access to information. It will participate in the implementation of the system-wide United Nations Disability Inclusion Strategy and the recommendations of the Joint

Inspection Unit in its report entitled “Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system” (JIU/REP/2018/6).

1.17 With regard to cooperation with other entities, the Department manages and supports a network of universities that have concluded with the United Nations memorandums of understanding and/or similar arrangements on the training of language professionals and their preparation for language competitive examinations, which serve as recruitment examinations to select interpreters, translators, verbatim reporters and computational linguists. This area of activities is supported in response to outreach and related mandates contained in numerous General Assembly resolutions on the pattern of conferences. Members of the network meet periodically with representatives of the Department to review collaboration within the network and propose ways to strengthen and improve it; share initiatives and innovations in the training of language professionals and trainers; report on the outcomes of outreach and joint training activities; and discuss and agree on ways to bring the academic training of language professionals closer to the needs of the United Nations. The most recent (sixth) conference, held on 2 and 3 May 2019, was hosted by the Middlebury Institute of International Studies at Monterey (United States of America), with substantive and technical guidance provided by the Department.

1.18 With regard to inter-agency coordination and liaison, the Department continues to provide substantive and technical secretariat support to and serves as permanent Chair of the International Annual Meeting on Language Arrangements, Documentation and Publications, an international forum and network of managers of international organizations employing conference and language service providers. The Annual Meeting brings together managers from over 80 member organizations to share knowledge and experiences and discuss subjects of common interest. The 2019 Annual Meeting was co-hosted by the two linguistic services of the European Parliament and of the European Commission, with the support of the translation service of the General Secretariat of the Council of the European Union and the Directorate-General for Multilingualism of the Court of Justice of the European Union and was held in Brussels from 27 to 29 May 2019. The 2020 Annual Meeting will be hosted by the United Nations Office at Nairobi. The Brussels Statement on multilingualism, issued as an outcome of the 2019 Annual Meeting, is available in all 24 languages of the European Union (host of the 2019 Annual Meeting) and the official languages of the United Nations.

Legislative mandates

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

General Assembly resolutions

43/222 A–E; 74/252	Pattern of conferences	73/341	Revitalization of the work of the General Assembly
50/11 ; 73/346	Multilingualism		

Deliverables

1.20 Table 1.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 1.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	2
1. Report of the Secretary-General on the pattern of conferences	1	1	1	1
2. Report of the Secretary-General on multilingualism	1	1	—	1
Substantive services for meetings (number of three-hour meetings)	22	23	22	23
3. Meetings of the General Assembly related to multilingualism	1	1	—	1
4. Meetings of the Committee on Conferences, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on the item on the pattern of conferences	15	16	16	16
5. Meetings of the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee related to programme planning and the budgetary process	6	6	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: meetings of the International Annual Meeting on Language Arrangements, Documentation and Publications.				
Databases and substantive digital materials: maintenance of database on multilingualism.				
D. Communication deliverables				
Digital platforms and multimedia content: websites and social media accounts of the Department for General Assembly and Conference Management.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (editing, translation and desktop publishing of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

Evaluation activities

1.21 The following self-evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Conference management, New York, subprogramme 2: process to assess conference services implications contained in draft resolutions and decisions;
- (b) Conference management, New York, subprogramme 2: non-calendar meetings unrelated to the intergovernmental process in New York;
- (c) Conference management, Geneva, subprogramme 3: editing at the Division of Conference Management, Geneva;
- (d) Conference management, Vienna, subprogramme 4: Reproduction and Distribution Unit at the Conference Management Service, Vienna;
- (e) Conference management, Nairobi, all subprogrammes: risk assessment of the Division of Conference Services, Nairobi.

1.22 The findings of the self-evaluations referenced above have been considered for the programme plan for 2021. For example, findings of the self-evaluation on the process to assess conference services implications contained in draft resolutions and decisions have guided further improvements to the gDoc 2.0 system and working methods, such as referencing draft resolutions on the same item from previous

sessions and expanding the use of the gDoc 2.0 system to all duty stations. Findings of the self-evaluation on non-calendar meetings unrelated to the intergovernmental process in New York have guided the process to implement a cost-recovery mechanism for such meetings.

1.23 The following evaluations and self-evaluations are planned for 2021:

- (a) Conference management, New York, subprogramme 3: editorial productivity;
- (b) Conference management, Geneva, and Conference management, Vienna, subprogramme 3: use of monitored self-revision and its impact on productivity;
- (c) Conference management, Nairobi, subprogramme 2: cost calculator tool effectiveness.

Programme of work

Subprogramme 1

General Assembly and Economic and Social Council affairs

Objective

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

Strategy

1.25 To contribute to the efficient and effective deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences, the subprogramme will provide technical secretariat services and coordinate substantive support to the General Assembly, its General Committee, First Committee, Special Political and Decolonization Committee (Fourth Committee), Second Committee and Third Committee, as well as its various subsidiary and ad hoc bodies; the Economic and Social Council and most of its subsidiary and ad hoc bodies; the Trusteeship Council; and conferences and other ad hoc and extraordinary meetings held under the auspices of the United Nations. This work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced. Past results in this area include the conduct of a number of United Nations conferences, the general debate of the General Assembly at its seventy-fourth session and seven high-level meetings during the high-level period, including those focusing on climate action, universal health coverage, sustainable health coverage, the elimination of nuclear weapons, financing for development, and small island developing States, which allowed for the adoption of the outcome documents. The subprogramme also serviced the high-level political forum on sustainable development in 2019, convened under the auspices of the Economic and Social Council, including a three-day ministerial meeting of the forum. During that meeting, 47 countries presented their voluntary national reviews to the forum.

1.26 The subprogramme will also expand the functional scope of the e-deleGATE portal by automating and virtualizing a number of key services for delegates, which is expected to result in expanded availability and accessibility of the secretariat support to the delegations, as well as an improved user experience of the delegations on the e-deleGATE portal. Past results in these areas include improved access for

authorized delegates, who now can inscribe Member States on the list of speakers, open draft resolutions for sponsorship, join in sponsoring a draft resolution and register a list of delegations at any hour from any location, following the roll-out of e-deleGATE. Since 2018, some 300 resolutions have been sponsored annually through the e-deleGATE system and lists of speakers for hundreds of meetings have been prepared through the eSpeakers module. This improved sharing of information through secure channels of communication among delegates, easier and speedier access of those delegations to secretariat services and increased ease in processing transactions contribute to more efficient and effective decision-making processes.

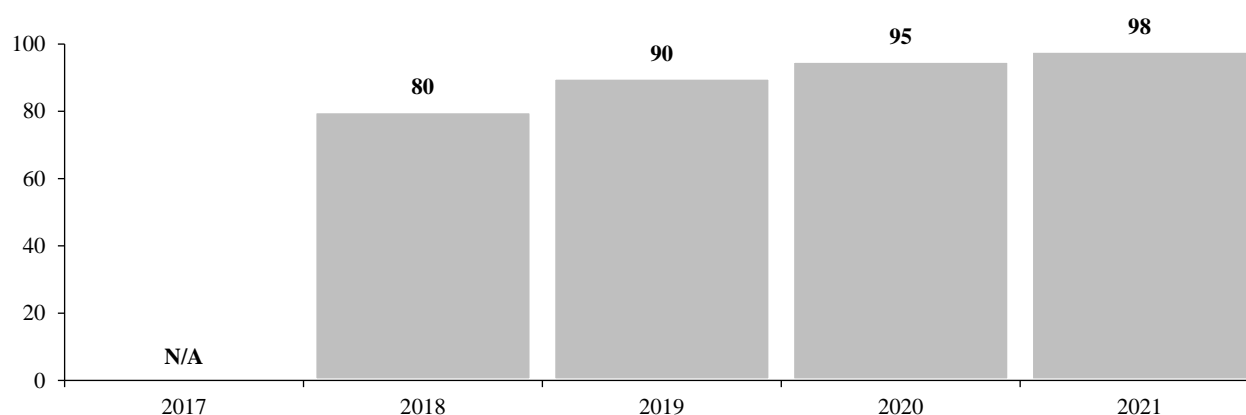
Planned results for 2021

Result 1: enhancing multilateralism: strong start for new bureau members (result carried over from 2020)

1.27 The subprogramme will continue the work related to the proceedings of meetings of intergovernmental bodies, in line with its mandate, and will continue to assist the smooth conduct of meetings from the beginning of the term of the elected officers, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.1

Performance measure: percentage of feedback that is positive, as measured by a survey of presiding officers and bureau members



Abbreviation: N/A, not applicable.

Result 2: delegations use new e-deleGATE portal services (new result)

1.28 Information technology provides a real opportunity to share and receive information in a timely manner, leading to greater efficiency and effectiveness. In the past, Member States needed to wait to obtain information and services from the Secretariat during normal working hours; now, with the expansion of the e-deleGATE portal, information is available in real time and there is greater transparency.

1.29 The subprogramme has continuously been developing and expanding services provided through the e-deleGATE platform, which began with one module in one

Committee and has expanded to numerous modules for more than 35 intergovernmental bodies.

Internal challenge and response

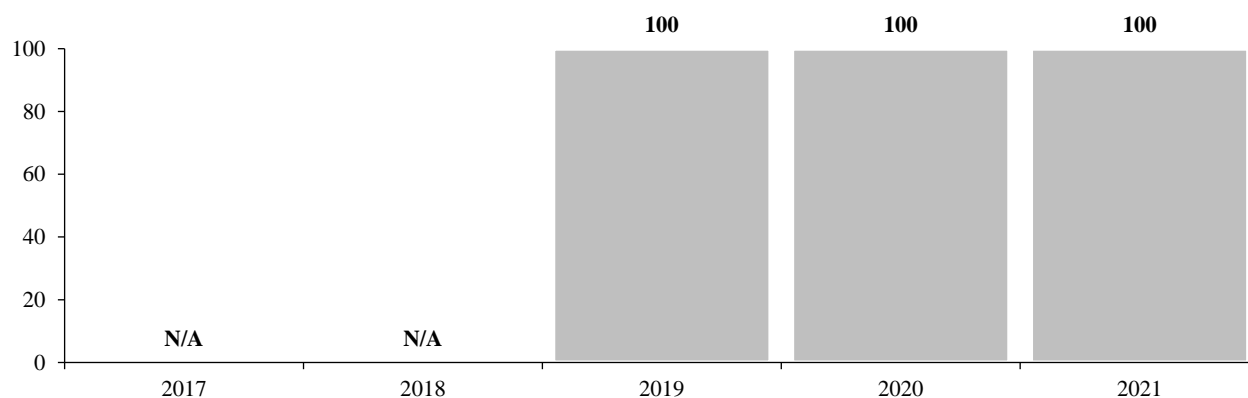
1.30 The challenge for the subprogramme was expanding the services and ensuring that delegates had readily accessible information for their effective participation while migrating the current e-deleGATE portal services from the Lotus Notes legacy platform to a new open source platform. In response, the subprogramme will, once the migration is completed in 2020, maintain required e-services and add or integrate more services and tools, as mandated, within one easy-to-use secure portal.

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

1.31 This work is expected to contribute to the effective and efficient deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences, which would be demonstrated by the continued positive feedback from members of the bureaux through surveys and the expression of satisfaction in open meetings.

Figure 1.II

Performance measure: continued satisfaction by bureau members and representatives of Member States
(Percentage)



Abbreviation: N/A, not applicable.

Deliverables

1.32 Table 1.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	280	166	255
1. Documents of the General Assembly and its subsidiary bodies	11	186	106	175
2. Documents of the Economic and Social Council and its subsidiary bodies	10	84	56	75
3. Documents of United Nations conferences	—	9	4	4
4. Documents of the Trusteeship Council	—	1	—	1
Conference and secretariat services for meetings (number of three-hour meetings)	1 235	819	926	868
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	500	297	324	300
6. United Nations conferences	5	9	20	15
7. Meetings of the First Committee	40	28	35	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	35	26	35	30
9. Meetings of the Second Committee	82	31	30	32
10. Meetings of the Third Committee	80	54	60	58
11. Meetings of other subsidiary bodies of the General Assembly	206	143	160	155
12. Meetings of the Economic and Social Council	100	51	75	60
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	20	15	20	20
14. Economic and Social Council forum on financing for development follow-up	10	8	10	10
15. Meetings of the high-level political forum on sustainable development convened under the auspices of the General Assembly	—	3	—	—
16. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	4	4
17. Meetings of subsidiary bodies of the Economic and Social Council	153	142	153	150
18. Plenary meeting of the Trusteeship Council	—	1	—	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
19. Delegate's Handbook	1	1	1	1
Technical materials (number of materials)	—	—	8	—
20. Induction materials and briefings for incoming bureaux of intergovernmental bodies	—	—	8	—
C. Substantive deliverables				
Databases and substantive digital materials: 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

1.33 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.

Strategy

1.34 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, the subprogramme will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner by monitoring and evaluating conference services, addressing user requirements across duty stations, enhancing integrated global management and leveraging technology. This work is expected to result in the efficient use of available resources and more responsive conference services for Member States. Past results in these areas include improved and easier access to the full range of meeting services on a single platform. This was made possible by the launch in 2018 of One-Stop Shop, which is a web-based application embedded in gMeets that provides meeting requestors with a single point of entry for all their conference needs. The subprogramme, through enhanced coordination among service providers, will ensure all needs are fulfilled. Furthermore, One-Stop Shop enables clients to work in both English and French and provides background information and cost estimates to facilitate informed decision-making by clients. By the end of 2019, One-Stop Shop had been used by all permanent missions in New York, as well as United Nations funds and programmes, specialized agencies of the United Nations system and Secretariat entities based in New York.

1.35 The subprogramme will also continue to provide secretariat support, both technical and substantive, to intergovernmental bodies to facilitate decision-making, most notably to the Fifth Committee, the Committee on Conferences and the Advisory Committee on Administrative and Budgetary Questions, by improving communication and interaction with Member States, for example, through the expanded use of the e-deleGATE portal, which is expected to result in smooth deliberations and negotiations. Past results in this area include the use of the e-deleGATE portal to support the work of the Committee on Conferences during its substantive session in September 2019. All communications and in-session documents were posted by the Secretariat on the portal in a timely manner, thereby facilitating deliberations and informed decision-making.

Planned results for 2021

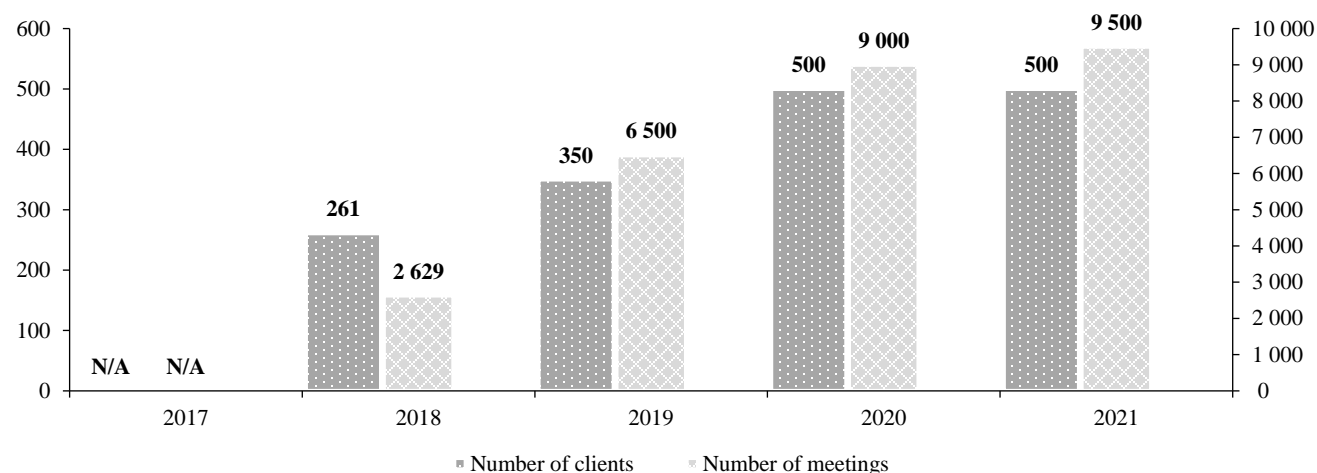
Result 1: One-Stop Shop – full complement of services available to Member States for meetings and events (result carried over from 2020)

1.36 The subprogramme will continue the work related to One-Stop Shop as a portal used by clients to request meeting services, in line with its mandate, and will strive to enhance the user experience made evident in the increase in the number of meetings requested using One-Stop Shop, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is

indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.III

Performance measure: number of clients and meetings requested using One-Stop Shop



Abbreviation: N/A, not applicable.

Result 2: improved availability of multilingual documents for Member States (new result)

1.37 A key feature of documents management in the Department is the slotting system, which regulates the time frames for the submission of documents. This increases the predictability of the incoming workload and facilitates capacity planning, thereby contributing to the timely issuance of documents for intergovernmental and expert bodies, in accordance with General Assembly resolution [47/202](#). The most common time frame is submission 10 weeks before the beginning of the session, which allows 4 weeks for processing, so that the documents are issued 6 weeks before the beginning of the session.

1.38 The slotting exercise has been gradually expanded to cover more documentation, from 45 per cent of the total in 2016 to 60 per cent in 2019, thereby increasing the predictability of the incoming workload and facilitating capacity planning, which contributed to the timely issuance of documents for intergovernmental bodies, in accordance with resolution [47/202](#). The plan of the subprogramme for 2021 is to further expand the coverage of slotted documents to 65 per cent of total documentation through improved coordination with author departments and by leveraging the expected benefits of gDoc 2.0. With increased predictability of incoming workload, the utilization of resources will be optimized to ensure that documents are issued in a timely manner and with high quality in the six official languages of the United Nations.

1.39 The subprogramme has been working in close collaboration with all author departments for the submission of both slotted and non-slotted documents, while keeping the processing units updated of expected incoming workload and target issuance dates to better align the processing capacity with the incoming workload and achieve optimal cost-effectiveness.

Internal challenge and response

1.40 The challenges for the subprogramme were the time frames for the translation and editing of increasingly longer documents to comply with the requirements for the timely issuance of documents, and the need to cope with the unpredictability of ad hoc submissions of high-priority documents for urgent or rush processing.

1.41 In response, the subprogramme will expand its forecast and planning exercise to encompass more incoming documents to maximize predictability and align in-house processing capacity accordingly across all languages to facilitate timely and simultaneous issuance. The subprogramme will continue to follow up with author departments on their upcoming slot dates so as to ensure that in-house capacity is maximized in terms of its utilization rate; collaborate with the author departments to ensure that the reports adhere to the agreed word count; and seek as much information as possible in advance regarding ad hoc submissions in order to allow subprogramme 3 to secure sufficient processing capacity to deliver in a timely manner and with good quality.

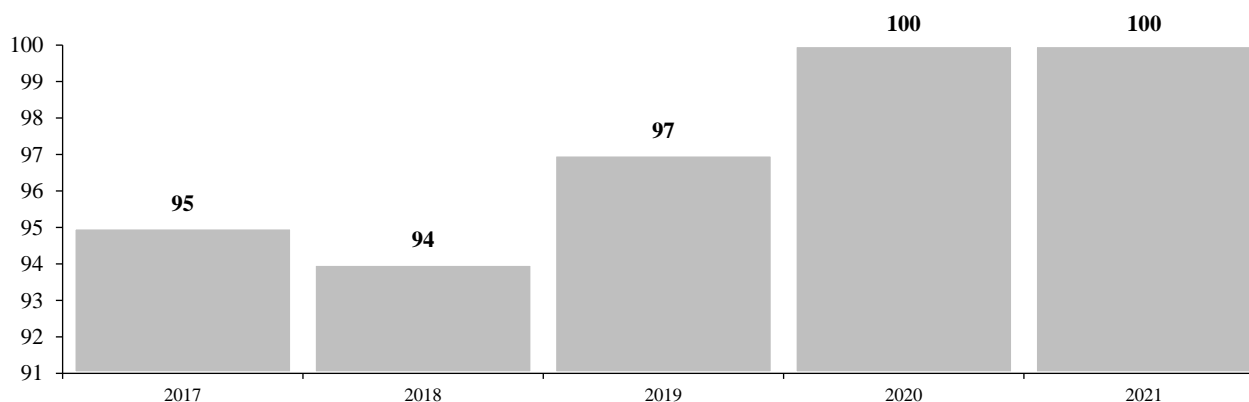
Expected progress towards the attainment of the objective, and performance measure

1.42 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, which would be demonstrated by 100 per cent of documents made available in a timely manner and simultaneously in all official languages pursuant to the mandate on multilingualism. The timely issuance of parliamentary documents will ensure that Member States are provided with adequate time to review them, thereby supporting the deliberations of intergovernmental processes. Overall issuance compliance for slotted documents in accordance with the mandated time frame, including negotiated late issuance, was 97 per cent in 2019. Full compliance with simultaneous issuance, attesting to the equal treatment of all the official languages, will facilitate meaningful participation of and contribution by Member States in the intergovernmental process.

Figure 1.IV

Performance measure: simultaneous and timely availability of documents

(Percentage)

**Legislative mandates**

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

General Assembly resolutions

47/202

Pattern of conferences

Deliverables

1.44 Table 1.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.3

New York, subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	11	10	11
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	7	7	6	7
Substantive services for meetings (number of three-hour meetings)	11	9	11	11
5. Meetings of the Committee on Conferences	11	9	11	11
Conference and secretariat services for meetings (number of three-hour meetings)	13 300	12 552	13 300	12 700
6. Meetings of the Security Council and its sanctions committees and subsidiary working groups	830	694	830	750
7. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 355	3 193	3 355	3 200
8. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	775	660	775	750
9. Meetings of the permanent and observer missions to the United Nations	3 530	3 125	3 530	3 130
10. Other meetings	4 810	4 880	4 810	4 870
B. Generation and transfer of knowledge				
Technical materials (number of materials)	251	251	251	251
11. <i>Journal of the United Nations</i>	251	251	251	251
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with Member States on issues related to the Committee on Conferences, including membership and the composition of the Bureau; and briefing for the members of the Committee on Conferences.				
Databases and substantive digital materials: One-Stop Shop platform for Member States to request meetings and conference services (one platform to facilitate the servicing of 12,700 meetings in 2021).				
D. Communication deliverables				
Digital platforms and multimedia content: website of the <i>Journal of the United Nations</i> (daily <i>Journal</i> provided for 251 working days).				

Subprogramme 3

Documentation services

Objective

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

Strategy

1.46 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, the subprogramme will continue to deliver multilingual documentation services, including translation, editing, desktop publishing and correspondence services, while improving quality and timeliness by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training. This work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. The subprogramme will modernize generic job profiles of language staff to better suit the new technological environment. The subprogramme will also strengthen performance management and quality control mechanisms, enhance outreach to universities and continuously improve recruitment methods, including through remote competitive examinations that are accessible to candidates in all regions, with the goal of further improving geographical diversity and gender parity. This work is expected to result in the continued high quality and timeliness of documentation for meetings through the availability of skilled language staff to handle the workload. Past results in this area include the timely availability of documents that were distributed simultaneously in all official languages and that met the quality standards of the Organization, which contributed to the success of United Nations meetings. This result was made possible through the modernization of the language competitive examinations to hold them remotely, a project that received the Secretary-General's Award for innovation and that allowed for a significant increase in the number of rostered candidates and applicants, including increased participation from Africa and Latin America, through intensive outreach campaigns, contributing to the identification of talented linguists who are able to deliver accurate documentation; quality control for all documents translated contractually, as mandated; the celebration of additional agreements with universities and the use of videoconferencing for outreach activities; and increased gender balance.

1.47 The subprogramme will continue to lead global innovation projects in the areas related to documentation, including gText and gDoc2.0, which are expected to result in the provision of the highest quality services to Member States, meeting the mandates on multilingualism, timeliness and quality, and that will support the delivery of machine-readable documents for the United Nations. Past results in this area include the enhanced quality and productivity of editors and translators, made possible by the development of eLUNa (electronic Languages of the United Nations), a cutting-edge computer-assisted translation tool that is used by internal and external resources at the four main duty stations, four regional commissions and other international organizations and that has allowed the subprogramme to cope with an increased workload; and the implementation of the preforecasting and publications modules of gDoc 2.0, an enhanced global system to manage the workflows for the multilingual documentation as well as the human capacity required to issue those

documents in all mandated languages, which are expected to improve the timely delivery of documentation services.

1.48 The subprogramme will also continue to maintain and enhance the UNTERM portal, which is expected to result in the consistent use of official terminology in the six official languages across the Organization. UNTERM is used not only by language staff and other staff members of the Organization, but also by Member States and the general public. Past results in this area include the launch of a global portal for official terminology that is available online and that replaced scattered systems, and the consolidation and harmonization of terminology assets across entities, in compliance with mandates.

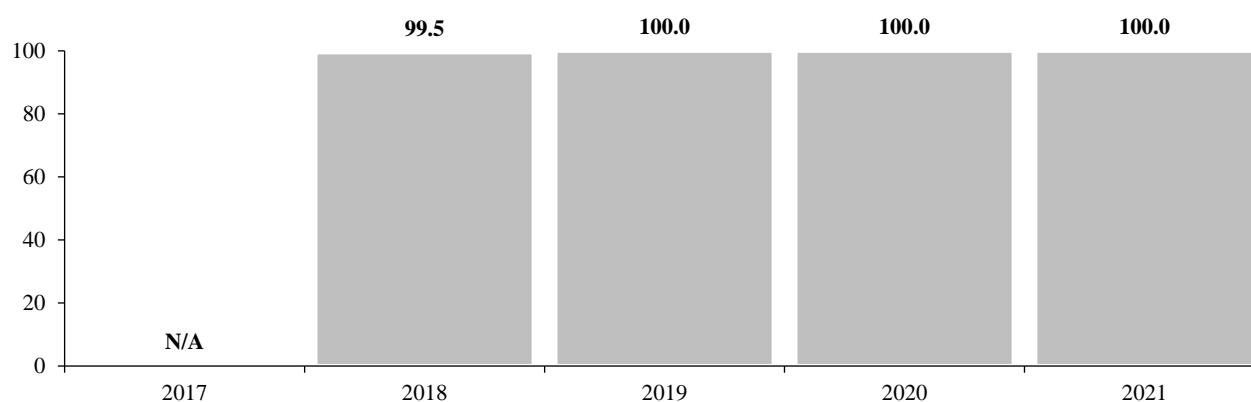
Planned results for 2021

Result 1: constant renewal of the documentation services (result carried over from 2020)

1.49 The subprogramme will continue the work related to the implementation of gDoc 2.0, the system for further enhancing automation of the documentation workflow process, in line with its mandate, and will continue to strive for the continued timely availability of documents in the official languages, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.V

Performance measure: percentage of documents processed within the agreed time frame



Abbreviation: N/A, not applicable.

Result 2: innovation in action in the documentation services through machine-readable documents (new result)

1.50 Ensuring the simultaneous and timely issuance in the six official languages of about 137 million words per year by leveraging a workforce of over 500 linguists requires not only coordination and know-how, but also openness to harnessing the power of computing to constantly improve the services delivered. In this regard, the subprogramme will fully leverage the opportunities offered by new technology and artificial intelligence and apply them to the design of innovative documentation services that will further enhance the efficiency and effectiveness of the multilingual

deliberations conducted in the Organization. To that end, the subprogramme has been actively participating in an initiative of the High-level Committee on Management to define a common format to make the Organization's documentation machine-readable, based on the Akoma Ntoso Extensible Markup Language (XML) standard developed by the Department of Economic and Social Affairs. In 2017, the collaboration resulted in the adoption of the United Nations semantic interoperability framework for normative and parliamentary documents and the unique customization of the Akoma Ntoso standard for the United Nations, which will allow the Organization to create XML documents in a uniform and intelligible manner, fostering interoperability at the system-wide level and laying the foundation for future opportunities to apply new technologies to improve the services provided.

Internal challenge and response

1.51 The challenge for the subprogramme was to move beyond the “paper paradigm”, where documents are produced to be printed on paper or rendered as a virtual representation of a paper document, and to explore innovative approaches to provide more modern documentation services, in association with other United Nations system organizations and internal partners, in particular the Dag Hammarskjöld Library. In response, in the context of the gText project, the subprogramme will expand its efforts to automatically produce machine-readable documents, enrich them with additional metadata and introduce specific efficiencies into the documentation production workflow, beginning with General Assembly resolutions. Through the use of artificial intelligence and natural language processing technologies, the subprogramme has already developed an application to automatically convert General Assembly resolutions to the Akoma Ntoso standard for the United Nations format with a single click. The application automatically identifies the main elements of the resolution and labels them to produce a machine-readable document, retrieving external information that is not present in the document itself, such as sponsorship information, voting records and related documents, as well as information concerning the Sustainable Development Goals. The semantically enriched resolutions will be used to automatically gather the information needed to create the volumes of resolutions adopted by the General Assembly, which until now were painstakingly compiled by copying and pasting data scattered across several sources, allowing for swifter issuance. This approach not only will allow the Organization to track the life cycle and workflow of documentation, improving discoverability and linkages among documents, while ensuring validity and long-term preservation, but will also offer opportunities to create new applications and services, using XML documents as the raw material.

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

1.52 This work is expected to contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, which would be demonstrated by the availability of official documentation in machine-readable format that would enable the provision of new documentation services in the future to support the modernization of the United Nations. When documents are produced in machine-readable format, new information applications can be developed to extract information from those documents. In addition, machine-readable documents would improve searchability for United Nations documents, an area that not only would benefit meeting participants and readers but would also facilitate research on the work of the Organization. Machine-readability would also improve the long-term preservation of documents, benefiting future generations, since those machine-readable documents would not be associated with specific commercial applications.

Table 1.4
Performance measure

2017	2018	2019	2020	2021
Adoption of the Akoma Ntoso standard for the United Nations, the standard for machine-readable parliamentary documents customized for the United Nations	Proof of concept regarding the issuance of General Assembly resolutions in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Pilot issuance of resolutions adopted by the General Assembly at its seventy-fourth session in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Issuance of resolutions adopted by the General Assembly at its seventy-fifth session in machine-readable format in line with the Akoma Ntoso standard for the United Nations	Other categories of documents issued in machine-readable format in line with the Akoma Ntoso standard for the United Nations

Legislative mandates

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

General Assembly mandates

[A/520/Rev.18](#) Rules of procedure of the General Assembly (rule 56)

Economic and Social Council mandates

[E/5715/Rev.2](#) Rules of procedure of the Economic and Social Council (rule 32)

Security Council mandates

96/Rev.7 Provisional rules of Procedure of the Security Council (rule 41)

Deliverables

1.54 Table 1.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.5
New York, subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	340	223	340	340
1. Summary records of meetings of the Security Council	20	18	20	20
2. Summary records of meetings of the General Assembly	210	150	210	210
3. Summary records of meetings of the Economic and Social Council	50	35	50	50
4. Summary records of other meetings	60	20	60	60

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Documentation services for meetings (thousands of words)	136 800	133 775	136 800	136 800
5. Editing, translation and desktop publishing of documents for the Security Council	27 000	22 728	27 000	25 000
6. Editing, translation and desktop publishing of documents for the General Assembly	84 200	90 440	84 200	88 200
7. Editing, translation and desktop publishing of documents for the Economic and Social Council	21 400	18 557	21 400	20 400
8. Editing, translation and desktop publishing of other documents	4 200	2 050	4 200	3 200
C. Substantive deliverables				
Databases and substantive digital materials: updating and maintenance of the online global terminology database (UNTERM), which comprises about 400,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (editing, translation and desktop publishing of non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

Subprogramme 4

Meetings and publishing services

Objective

1.55 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.

Strategy

1.56 To contribute to ensuring efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, the subprogramme will continue to provide meetings and publishing services, including interpretation, verbatim reporting and publishing in the official languages and meetings servicing at Headquarters as well as for conferences and meetings held away from Headquarters. The subprogramme will deliver its mandated services relying on modern technologies, such as computer-assisted documentation processing, speech-to-text solutions and remote service provision and participation. In order to maximize the use of its in-house capacity and temporary assistance resources, the subprogramme will refine its capacity planning and workload matching methods and tools. In addition, the subprogramme will continue to implement sustainability and accessibility best practices for meeting and publishing services, including the implementation of relevant international standards and the expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and accessible manner. These initiatives are expected to result in the more effective utilization of the Organization's global meetings servicing and publishing resources, facilitating the conduct of its deliberations in a more inclusive manner while leaving a smaller environmental footprint. Past results in this area included sustainable and accessible services for Member States through the introduction of new technologies. These results were achieved by computer-assisted, electronic documentation processing, publishing and distribution, paper-smart servicing, offsite processing and accessible meetings servicing and publishing.

Notwithstanding the successive and significant resource reductions, the level and volume of meetings and documentation services continued to increase.

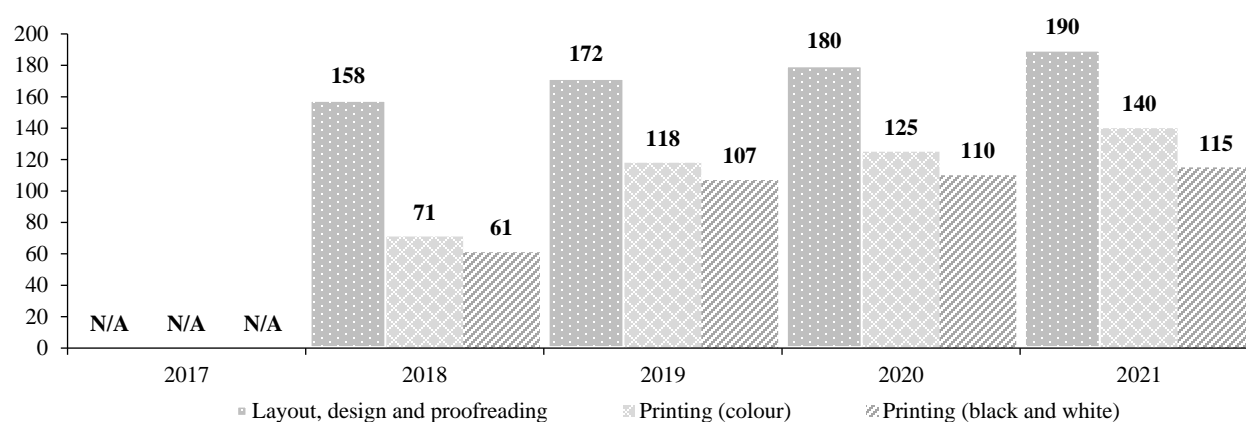
Planned results for 2021

Result 1: cohesiveness and agility in publishing (result carried over from 2020)

1.57 The subprogramme will continue the work related to streamlining its publishing operations and meet demand for new services delivering more accessible and sustainable digital content, in line with its mandate, and will continue to increase the number, accessibility and versatility of publications processed, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.VI

Performance measure: number of publications processed by the Meetings and Publishing Division



Abbreviation: N/A, not applicable.

Result 2: an increased percentage of demand for interpretation services is met (new result)

1.58 The subprogramme is mandated, among other things, to provide interpretation services in the six official languages to intergovernmental and expert bodies. These services reach an even wider audience through the webcasting of public meetings. Working in tighter coordination with subprogramme 2 through regular weekly meetings and through additional daily meetings, the Interpretation Service seeks to better match interpretation capacity with the fluctuating and often rapidly changing meeting activity throughout the year. By developing an upgrade for the interpreters assignment programme (eAPG 2.0) in 2019 and 2020, the subprogramme will have received a suite of sophisticated tools to help to achieve fuller utilization of interpretation resources by a more precise calculation of the servicing needs, maximizing the use of in-house capacity and assessing the right amount of temporary assistance during periods of peak demand.

Internal challenge and response

1.59 The challenge for the subprogramme was to efficiently service the interpretation needs of Member States and address the requirements of the diverse

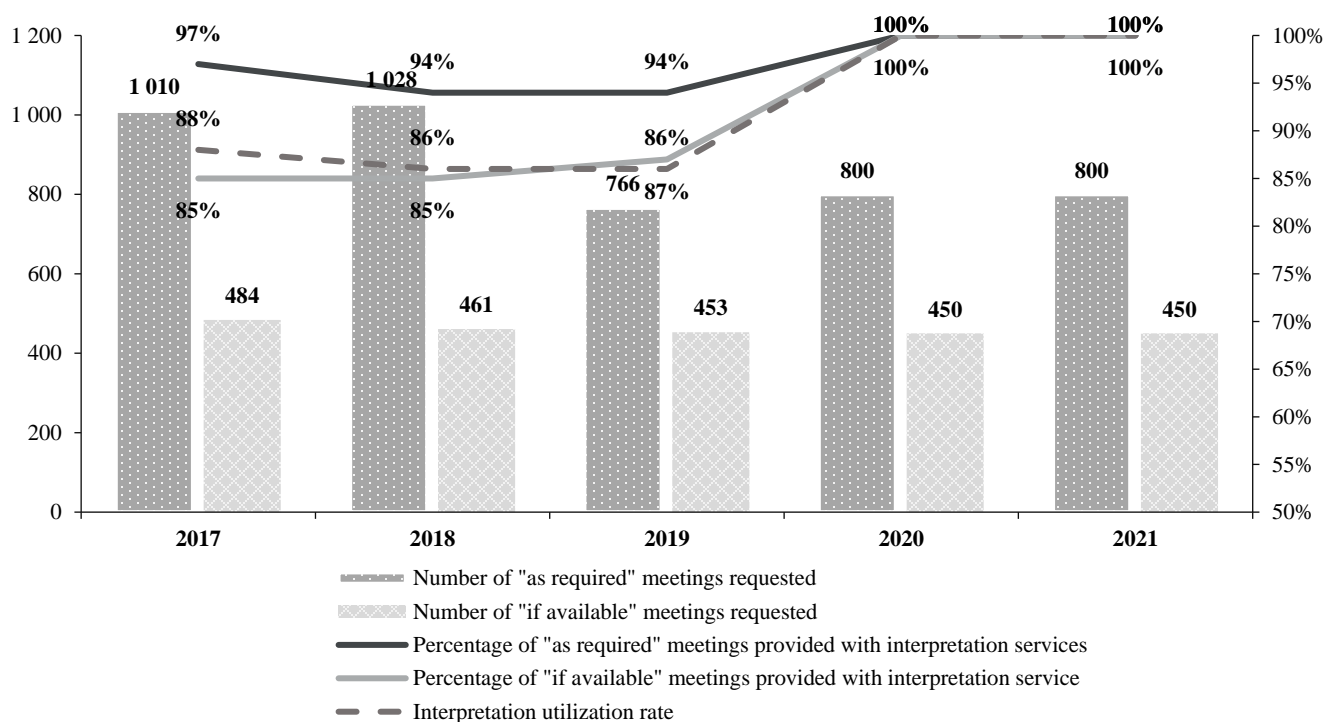
clientele of the United Nations system at all duty stations. The legacy mission-critical interpretation resources planning system, eAPG, was designed in 2010. At the time, it was well customized to the needs of various users in New York, Geneva, Vienna and Nairobi. Over the years and despite partial enhancements, the system could not keep up with the changing demand of the intergovernmental machinery for services and did not benefit from advances in technology. By 2018, it had become clear that the system required a holistic upgrade to perform well in different locations. In response, the subprogramme will leverage the system introduced in late 2019, namely, the closer matching of capacity and demand and the upgrade of the planning tool (eAPG 2.0) to provide high-quality interpretation services in a more efficient manner. Efficiency gains will be the result of higher accuracy in calibrating in-house resources to the yearly meetings projections. These resource requirements will be reviewed and adjusted on a weekly or even a daily basis and further fine-tuned on a morning-afternoon basis.

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

1.60 This work is expected to contribute to ensuring efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, which would be demonstrated by the provision of interpretation services to the mandated calendar body meetings with available capacity and a more efficient service provision for Member States, including for bodies that meet as required, the Security Council and the General Assembly among them. With the continuously diminishing resources, the number of meetings serviced with the required service level can be maintained or slightly increased. This work is also expected to provide better work-life balance to interpreters through the increased predictability of the daily and weekly assignments and leave planning.

Figure 1.VII

Performance measure: interpretation utilization and provision of interpretation services to intergovernmental and expert bodies meetings “as required” or on an “if available” basis



Legislative mandates

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

General Assembly resolutions

47/202 Pattern of conferences

Deliverables

1.62 Table 1.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.6
New York, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2 700	2 526	2 700	2 580
1. Verbatim records of the General Assembly	690	714	690	700
2. Verbatim records of the Security Council	1 730	1 575	1 730	1 600
3. Verbatim records of the First Committee	200	198	200	200
4. Verbatim records of the Disarmament Commission	36	6	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	6	6	6
6. Verbatim records of the Military Staff Committee	26	25	26	26
7. Verbatim records of the special sessions of the General Assembly	6	–	6	6
8. Verbatim records of the Trusteeship Council	6	2	6	6
Conference and secretariat services for meetings (number of three-hour meetings)	13 300	12 552	13 300	12 700
Meetings with interpretation for:	2 985	2 831	2 985	2 850
9. The Security Council and its sanctions committees and subsidiary working groups	690	652	690	650
10. The General Assembly and its Main Committees and subsidiary bodies	1 490	1 419	1 490	1 400
11. The Economic and Social Council and its subsidiary bodies and functional commissions	300	257	300	300
12. Permanent and observer missions to the United Nations	30	34	30	30
13. Other beneficiaries	475	469	475	470
Meetings without interpretation for:	10 315	9 721	10 315	9 850
14. The Security Council and its sanctions committees and subsidiary working groups	140	42	140	100
15. The General Assembly and its Main Committees and subsidiary bodies	1 865	1 774	1 865	1 800
16. The Economic and Social Council and its subsidiary bodies and functional commissions	475	403	475	450
17. Permanent and observer missions to the United Nations	3 500	3 091	3 500	3 100
18. Other beneficiaries	4 335	4 411	4 335	4 400
E. Enabling deliverables				
Correspondence and documentation services: 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 parliamentary documents, mandated 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

1.63 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.

Strategy

1.64 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies serviced by the United Nations Office at Geneva, the subprogramme will facilitate the optimum utilization of capacity for meetings and documentation services in a globally coordinated manner through effective planning of activities, efficient stewardship of resources and close attention and prompt response to the needs of delegates and meeting participants. This work is expected to result in improved and simplified conference services for Member States and conference organizers. Past results in this area include a special area known as “Concordia” at the Palais des Nations designed specifically for highly sensitive political discussions, with symmetrical facilities for negotiating parties and with a unified, streamlined provision of the Office’s services to delegations and mediators. It continued to be in demand in 2019, with the hosting of meetings of the Syrian Constitutional Committee.

1.65 The subprogramme will also mitigate reduced capacity and other constraints resulting from renovation works under the strategic heritage plan of the United Nations Office at Geneva by securing additional facilities off-site and the temporary conference structure on the Office’s grounds, upgrading its meetings management support toolkit and completing advanced workload projections for the period of the renovation, which is expected to result in 100 per cent delivery of all mandated calendar meetings in 2021.

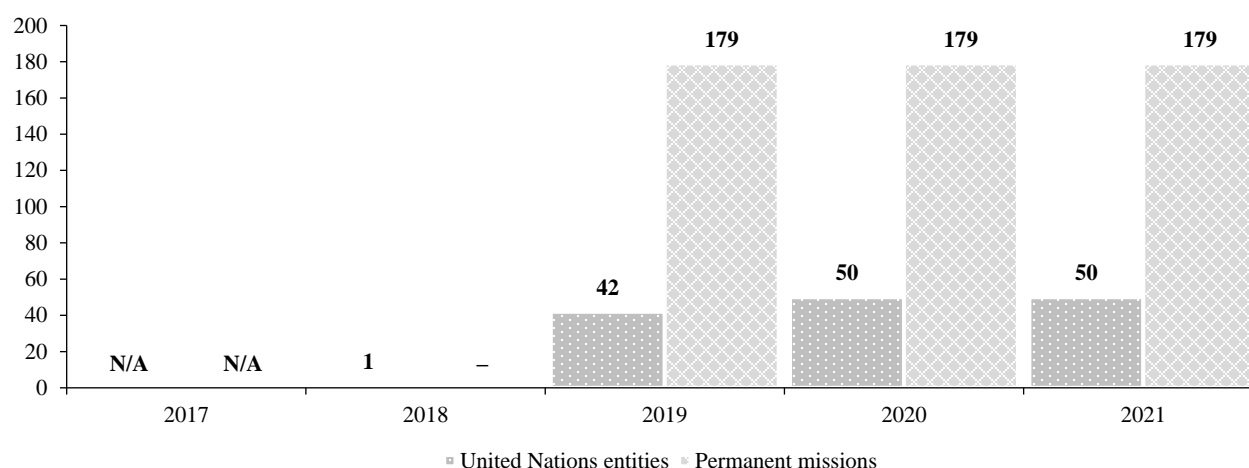
Planned results for 2021

Result 1: easier, faster and more transparent planning of financial scenarios for meetings of Member States (result carried over from 2020)

1.66 The subprogramme will continue the work related to expanding the range of client-friendly tools, in line with its mandate, and will focus on improving the user experience of clients requesting meetings and conference services, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.VIII

Performance measure: estimated number of clients using the extrabudgetary cost calculator



Abbreviation: N/A, not applicable.

Result 2: satisfying conference mandates and needs of Member States during the renovation of the Palais des Nations under the strategic heritage plan (new result)

1.67 The United Nations Office at Geneva services 12,000 meetings a year, with approximately 10,000 meetings in Geneva. Starting in May 2020, conference facilities of the historic Palais des Nations will be undergoing large-scale renovation as part of the strategic heritage plan. Many conference rooms will not be available for long periods of time between 2020 and 2024. This will lead to a significantly reduced meeting space capacity, by as much as 40 per cent for most of the period, while the number of mandated calendar meetings – which cannot be readily relocated to other duty stations – is not expected to decrease.

Internal challenge and response

1.68 The challenge for the subprogramme was to plan the meeting work programme mandated by Member States efficiently and effectively with reduced physical facilities and additional constraints, such as noise. In response, the subprogramme will implement a multi-pronged business continuity strategy to address the challenging conditions of the strategic heritage plan renovation works. First, historical utilization patterns will be analysed and workload projections for the entire duration of the renovation made. Regular dialogue with clients aimed at matching their requirements to the limited available facilities has been ongoing since 2017. Second, with the support of the host country authorities, the subprogramme will secure a number of meeting rooms and time slots at the International Conference Centre Geneva, in the immediate proximity to the Palais des Nations. Third, the subprogramme will work closely with the strategic heritage plan team to ensure that a suitable temporary conference structure with a total capacity of 600 seats will be operational at the Palais des Nations campus in the spring of 2020. Lastly, the subprogramme is upgrading its meetings management support toolkit to enable event organizers to generate and review programming scenarios showing workload pressure and available services. The interactive tool will allow the quick exploration of multiple planning options and their impact on timing and facilities, and will facilitate internal planning along with improving communication with clients on the difficult

subject of resource constraints and capacity limitations during the strategic heritage plan renovation.

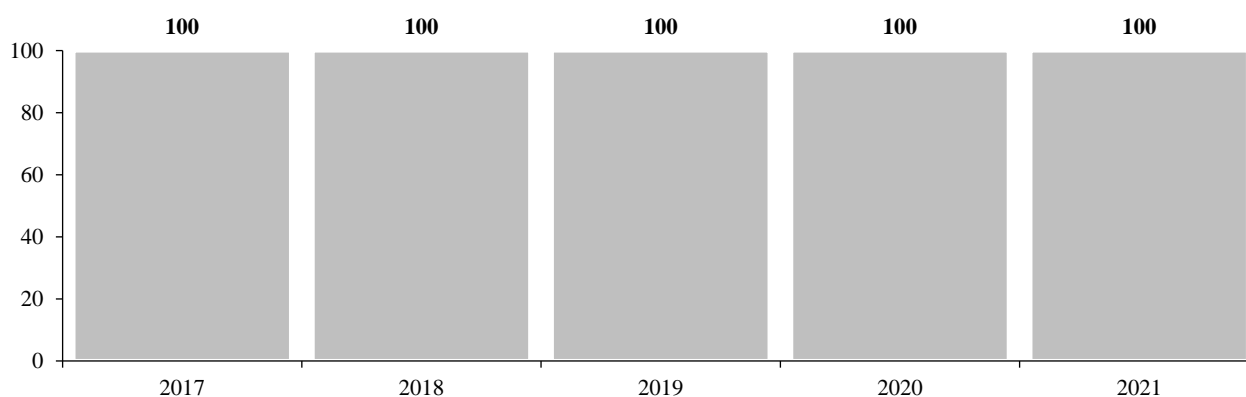
Expected progress towards the attainment of the objective, and performance measure

1.69 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations Office in Geneva, which would be demonstrated by 100 per cent uninterrupted delivery of all mandated calendar meetings in Geneva during the renovation works and the absence of complaints from client organs and bodies.

Figure 1.IX

Performance measure: delivery of mandated calendar meetings

(Percentage)



Legislative mandates

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly		
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
48/189	United Nations Framework Convention on Climate Change	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

Conference on Disarmament mandates

CD/8 Rules of procedure of the Conference on Disarmament

Economic and Social Council resolutions

36 (IV) Economic Commission for Europe 2006/38 Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission

Deliverables

1.71 Table 1.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.7

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	12 000	12 371	11 900	11 900
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 792	3 693	3 780	3 700
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	2 483	1 874	2 000
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	1 978	1 923	1 900
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	744	693	744	700
5. Other meetings	3 667	3 524	3 579	3 600
B. Generation and transfer of knowledge				
Technical materials (number of materials)	304	307	304	304
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
7. Daily “master final” programme of meetings of intergovernmental bodies	251	255	251	251
8. Weekly programme of meetings of intergovernmental bodies	52	51	52	52
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for permanent missions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language day celebrations.				
External and media relations: press conferences and public briefings.				

Subprogramme 3

Documentation services

Objective

1.72 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.

Strategy

1.73 To contribute to the 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, the subprogramme will continue to deliver multilingual documentation services, including translation, editing, desktop publishing and summary records, while improving quality, timeliness and efficiency by optimizing workflows, closely matching workload with capacity and developing staff skills through training. The subprogramme will also fully support the leading global innovation projects of the Department for General Assembly and Conference Management, including gDoc 2.0 and gText, leverage information technology tools, including eLUNa, provide inputs to UNTERM and maintain its repository of reference material for in-house and external language professionals.

1.74 The subprogramme will also modernize generic job profiles of language staff to better suit the new technological environment; strengthen performance management and quality control mechanisms; enhance outreach to universities and continuously improve recruitment methods; and continue to pursue the Departmental transition to the diamond-shaped staffing structure and increased self-revision in a cost-neutral manner.

1.75 The work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates. Past results in this area include a significant increase in documentation issuance compliance, which rose from 40 per cent to 99 per cent over the past five years.

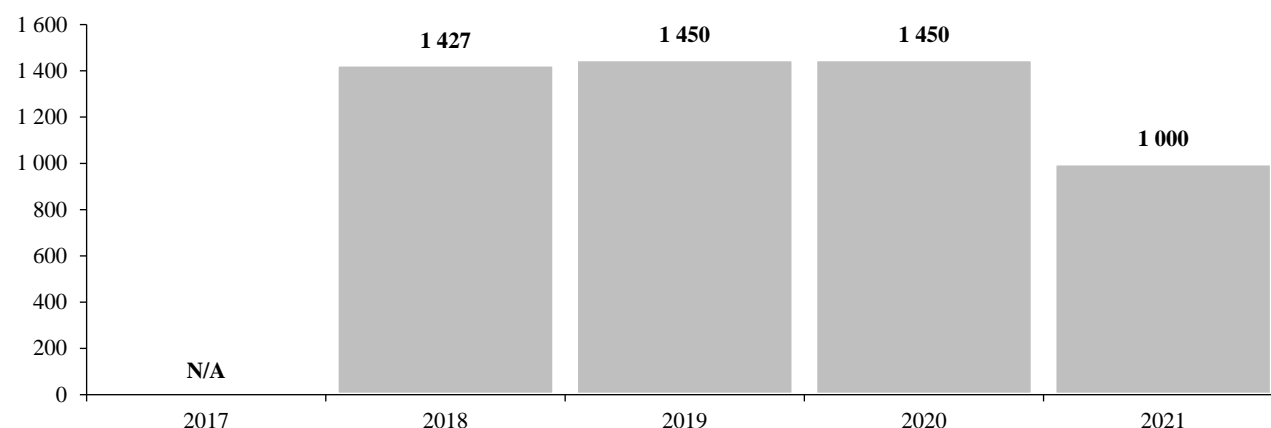
Planned results for 2021

Result 1: terminology in pace with the evolving needs of stakeholders (result carried over from 2020)

1.76 The subprogramme will continue the work related to harmonizing terminology in specific thematic areas as reflected in United Nations documents, in line with its mandate, and will facilitate multilingual intergovernmental dialogue and produce documentation accurately reflecting substantive developments and emerging themes, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.X

Performance measure: number of new entries added to UNTERM



Result 2: high quality and timely specialized documentation services in the face of fluctuating requirements (new result)

1.77 Ensuring the delivery of between 70 and 80 million words of high-quality documentation each year in a timely manner to support multilingual deliberations on complex and constantly evolving topics at the United Nations Office at Geneva requires agility and scalability.

Internal challenge and response

1.78 The challenge for the subprogramme was both to plan for and to secure highly qualified production capacity to match the specialized workload, which can range from 5 million to 9 million words within any given month, for a total of 70 million to 80 million words each year. A large share of this variation results from specialized technical flagship publications, documents for highly technical meetings of expert bodies of the Economic Commission for Europe and certain categories of documents submitted by Member States, which have no word limit. Moreover, following the reform of several expert bodies in 2015, while the overall volume of documentation requirements has decreased, the complexity of delivering on time has increased. Furthermore, the membership of the bodies also changes on a regular basis, thus changing the language requirements needed to provide the documentation.

1.79 In response, the subprogramme will develop a multi-pronged strategy to ensure consistent, quality and timely delivery of documentation services. First, on the basis of the specificities of each language combination and ensuring equal working conditions, the translation sections are progressively increasing their rates of self-revision through replication of the diamond-shaped staffing structure used at Headquarters in 2018 and 2019. Second, in order to create an agile and versatile workforce, the subprogramme is investing in staff training as well as maintaining a large pool of standby talent who are fully conversant with the subject matter as well as the Department's electronic suite of tools (eLUNa, UNTERM and gDoc). Lastly, the subprogramme is working to expand documentation planning tools analysing historical trends in order not only to predict volumes but also to allow for a perfect match between the types of documents and the expertise of staff based on the documents they have translated in the past.

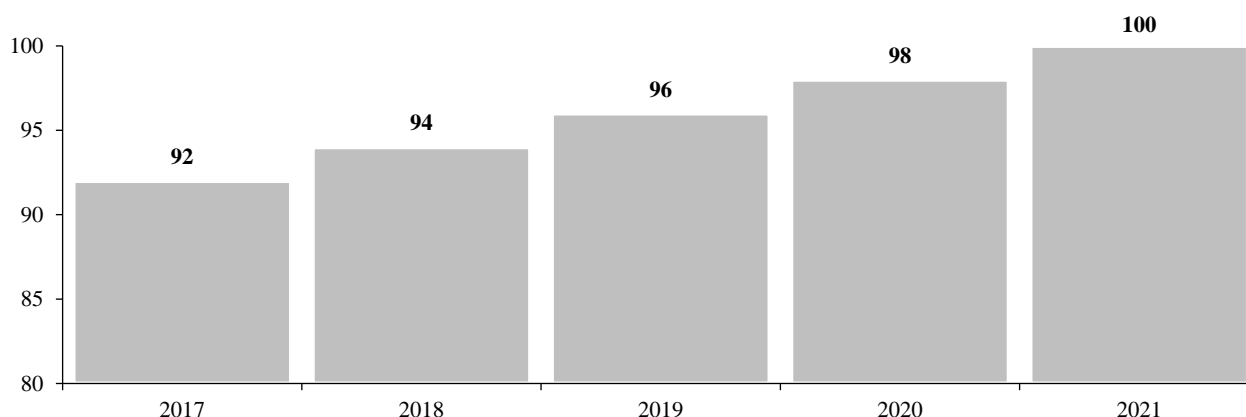
Expected progress towards the attainment of the objective, and performance measure

1.80 This work is expected to contribute to efficient, effective and 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, which would be demonstrated by the recognition of timely, high-quality (accurate, complete, consistent and with correct terminology) documentation services in the six official languages by the end of 2021, as measured by the yearly client satisfaction survey.

Figure 1.XI

Performance measure: rate of client satisfaction with the linguistic quality of documentation

(Percentage)

**Legislative mandates**

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
48/189	United Nations Framework Convention on Climate Change		
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

Conference on Disarmament mandates

CD/8	Rules of procedure of the Conference on Disarmament
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Economic and Social Council resolutions

36 (IV)	Economic Commission for Europe	2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
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Deliverables

1.82 Table 1.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.8

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	550	567	550	550
1. Summary records of meetings of intergovernmental and expert bodies on human rights	490	495	490	490
2. Summary records of meetings of intergovernmental and expert bodies on legal affairs	35	55	35	35
3. Summary records of other meetings	25	17	25	25
Documentation services for meetings (thousands of words)	72 500	79 445	72 500	77 000
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	47 080	41 605	46 100
5. Editing, 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	13 158	15 966	16 000
6. Translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 842	4 821	4 842	4 800
7. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 494	3 120	3 494	3 500
8. Editing, 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	3 667	2 346	2 300
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 247	7 599	4 247	4 300
C. Substantive deliverables				
Databases and substantive digital materials: updating and maintenance of the global terminology database (UNTERM), with approximately 1,000 new records to be created in UNTERM by the United Nations Office at Geneva.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (editing, translation and desktop publishing) of non-parliamentary documents; production editing and proofreading of mandated publications; and approximately 3 million words of editing for the International Law Commission.				

Subprogramme 4

Meetings and publishing services

Objective

1.83 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.

Strategy

1.84 To contribute to 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, the subprogramme will continue to provide meetings and publishing services, including interpretation, verbatim reporting and publishing, in the official languages and meetings servicing at the United Nations Office at Geneva, as well as for conferences and meetings held away from the Office. The subprogramme will also expand its range of services to increase the accessibility of meetings and publications through the use of specialized resources, such as speech-to-text solutions, automated standards validation and accessibility evaluation tools, and colour checkers for online publications. This work is expected to result in greater access for meeting participants and end users of publishing services to maximize their engagement with the intergovernmental process. Past results in this area include the successful pilot of speech-to-text transcripts for certain meetings of Geneva-based organs, such as the Office of the United Nations High Commissioner for Human Rights, the Office for Disarmament Affairs and the United Nations Conference on Trade and Development, as well as an accessible online version of the annual report of the United Nations Office at Geneva. In addition, the subprogramme received positive feedback from delegates who used the new documents helpdesk at the main distribution counter in the Palais des Nations and who can now readily find digital versions of current and past documents to support their participation in meetings. The increased emphasis on multimedia publishing has also broadened the audience and appeal of publications, websites and other products that provide information to delegates.

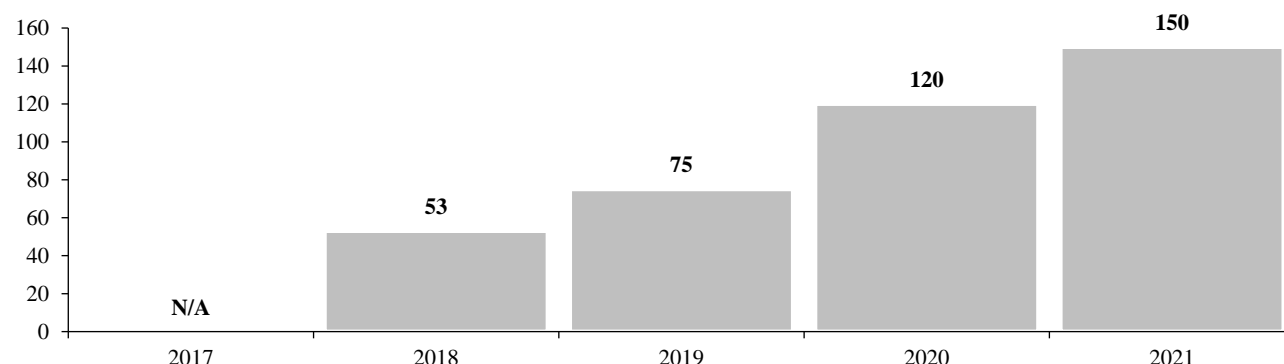
Planned results for 2021

Result 1: more efficient distribution provides opportunities to offer new services to delegates (result carried over from 2020)

1.85 The subprogramme will continue the work related to the modernization of United Nations documents and publications, in line with its mandate, and will improve access for delegates to United Nations publications and services tailored to specific needs, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.XII

Performance measure: number of multimedia products created through the refocusing of resources



Abbreviation: N/A, not applicable.

Result 2: increased availability of accessible publications online: publications “born accessible” (new result)

1.86 As a major conferencing hub, Geneva services over 12,000 meetings each year and processes large volumes of documentation and publications to support the intergovernmental process. The General Assembly has called for the fuller inclusion of persons with disabilities in this process, in compliance with the Convention on the Rights of Persons with Disabilities. The United Nations Disability Inclusion Strategy also calls for the principles of universal design to be applied to all the Organization’s policies and programmes, for barriers to accessibility to be properly identified, addressed and removed and for policies and guidelines on the accessibility of conference services and facilities to be established. The subprogramme produces publications and documents that can be accessed in multiple languages through multiple channels, and is now incorporating full accessibility standards.

Internal challenge and response

1.87 The challenge for the subprogramme was that in the field of publications, accessibility was still too often an afterthought, added onto a finished product once the primary version was completed. The result of this sequential approach is often not fully satisfactory for users requiring accessible features. Retrofitting requires resources and time to implement, effectively spending more to get less. In response, the subprogramme will now incorporate accessibility at the concept and planning stage of its multiplatform publishing process as an important step in implementing the United Nations Disability Inclusion Strategy, which requires that the Organization apply the principles of universal design in all its policies and programmes. Publications will be “born accessible”, just as they are “born multilingual” when the subprogramme factors in the differences in the six official languages at the start of any project. These added steps upstream save time downstream, since accessibility is fully considered and implemented from the beginning. Instead of evaluating accessibility separately, accessibility checks will be integrated iteratively within the testing and quality assurance processes. Following such a systematically accessible and multilingual design process will allow the publishing team to meet increased workload with higher quality and more inclusive products more efficiently.

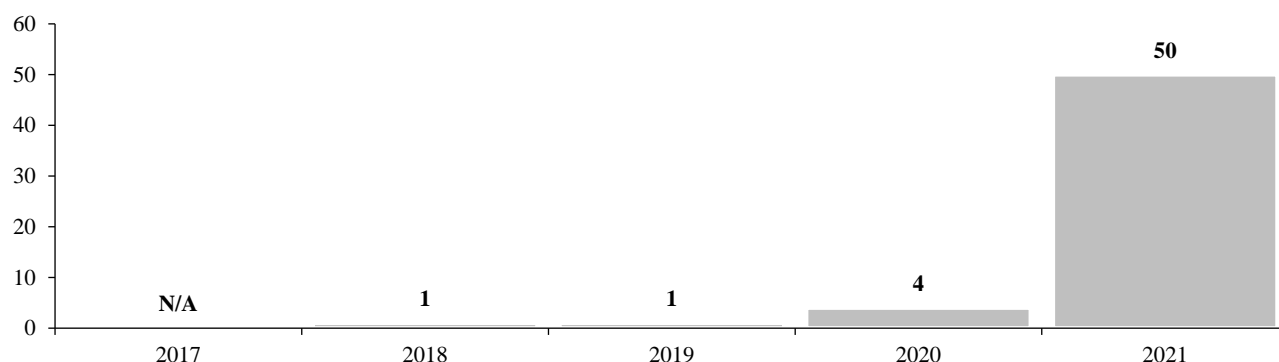
Expected progress towards the attainment of the objective, and performance measure

1.88 This work is expected to contribute to effective, efficient, multilingual and accessible deliberation and decision-making processes of intergovernmental and

expert bodies at the United Nations Office at Geneva and other locations, which would be demonstrated by 50 multilingual publications accessible online for people with visual impairments, in accordance with applicable United Nations standards, compared to four such publications in 2020.

Figure 1.XIII

Performance measure: increase in accessible online publications



Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	62/193; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
1722 (XVI)	Question of disarmament	66/134; 69/153; 71/171	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
S-10/2	Final Document of the Tenth Special Session of the General Assembly	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
34/83 L	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session: Committee on Disarmament	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
48/189	United Nations Framework Convention on Climate Change		
60/184	International trade and development	69/9; 71/11	Cooperation between the United Nations and the League of Arab States
60/251	Human Rights Council		

Conference on Disarmament mandates

CD/8	Rules of procedure of the Conference on Disarmament
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Economic and Social Council resolutions

36 (IV)	Economic Commission for Europe	2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
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Deliverables

1.90 Table 1.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.9

Geneva, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	3 200	3 249	3 200	3 200
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 525	1 610	1 525	1 530
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	54	42	54	50
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	859	919	859	860
4. Meetings of intergovernmental and expert bodies on disarmament	237	202	237	240
5. Other meetings	525	476	525	520
E. Enabling deliverables				
Correspondence and documentation services: 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.				

Conference management, Vienna

Subprogramme 2

Planning and coordination of conference services

Objective

1.91 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.

Strategy

1.92 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies of the United Nations and other Vienna-based international organizations, the subprogramme will facilitate the optimum use of capacity for meetings and documentation services in a globally coordinated manner, which is expected to result in the effective implementation of mandates of the client bodies. Past results in this area include smoother deliberations of intergovernmental bodies through technological and other innovations; the rigorous application of the integrated global management rule, focusing on the most cost-effective assignment of conference services personnel from all available duty stations; compliance with the principle of parity among the official languages of the

Organization; the timely and simultaneous issuance of documents in all required languages; and the provision of interpretation in full compliance with the rules of procedure of the respective bodies.

1.93 The subprogramme will continue to engage in continuous dialogue and regular consultations with Member States and substantive and committee secretariats to respond early to any changing conference-servicing and documentation needs of all Vienna-based international organizations, which is expected to result in an enhanced user experience and greater predictability, accuracy and in-time awareness of the availability of services and financial requirements related to non-calendar and ad hoc meetings of calendar bodies. Past results in this area include regular consultations with Member States, bureaux of the intergovernmental bodies and client secretariats on initiatives that affect the utilization of conference services and conference facilities, informational meetings with Member States on the provision of language services as mandated by the General Assembly, and active dialogue meetings with bodies and secretariats before and after major events, as well as questionnaires for conference and meeting participants.

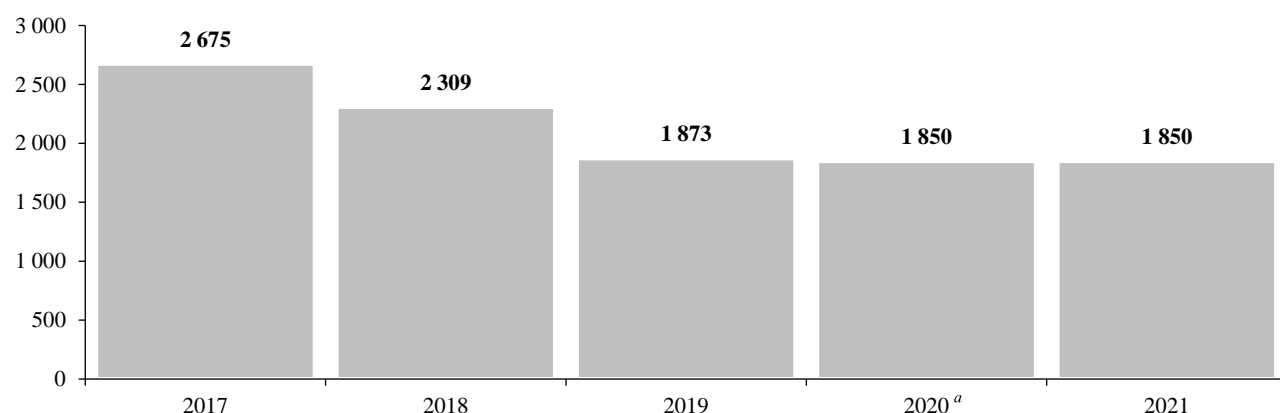
Planned results for 2021

Result 1: a high-level event with a smaller environmental footprint (result carried over from 2020)

1.94 The subprogramme will continue the work related to the incorporation of environmental considerations in meetings and conferences, in line with its mandate, and will assist countries in reducing the environmental footprint of meetings and conferences, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.XIV

Performance measure: number of print impressions per meeting of Vienna-based intergovernmental bodies



^a Projections for the United Nations Congress on Crime Prevention and Criminal Justice are included in 2020 figures.

Result 2: One-Stop Shop: Member States access conference services through one common platform (new result)

1.95 In 2018, Vienna serviced more than 5,000 meetings in a year for the first time. In 2019, the total meetings surpassed 6,500.

1.96 In Vienna, the subprogramme is the coordinator for service providers scattered among several departments, with tasks including receiving meeting requests; helping the client determine its needs and expectations; manually requesting cost estimates from each service provider; and coordinating information and costs into a consolidated response to the client. This often prompts further questions and adjustments from the client, and the process is repeated.

Internal challenge and response

1.97 The challenge for the subprogramme was that, with no system for immediate adjustment of requirements and feedback, a significant amount of time was spent in this process by all parties involved. Feedback and new questions on service costing delayed decision-making while variations were being considered. The process was carried out by email and phone calls, which made tracking and handover cumbersome.

1.98 Some clients, for example, when organizing a workshop in 2018, requested five or more successive cost estimates, changing each scenario to determine which services fall within their budget. Time is saved by all parties when requirements and costs are determined much earlier in the process. Exchanges with clients can stretch over months before the final set-up is agreed.

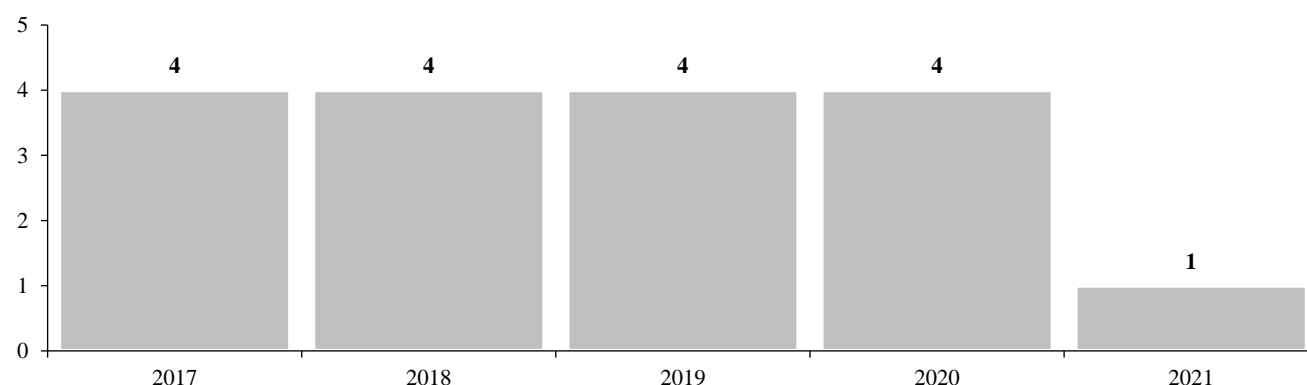
1.99 In response, the subprogramme will adopt the One-Stop Shop platform, enabling Member States to make use of self-service simulations and scenarios for cost estimates and avoiding the time-consuming back and forth. Consequently, cost and resource information will be available to clients at the initial phase, and all requests and their status will be easily trackable, speeding up decision-making.

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

1.100 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations and other Vienna-based international organizations, which would be demonstrated by the reduction of iterations of cost-estimation cycles, for permanent missions, from an average of four to one. In addition, Member States will have greater control of the process and immediate access to information.

Figure 1.XV

Performance measure: average number of iterations during cost-estimate cycle



Legislative mandates

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

General Assembly resolutions and decisions

913 (X)	Effects of atomic radiation	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
1472 (XIV) A	International cooperation in the peaceful uses of outer space		
2152 (XXI)	United Nations Industrial Development Organization	69/85	International cooperation in the peaceful uses of outer space
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
40/243	Pattern of conferences	72/192	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
55/25	United Nations Convention against Transnational Organized Crime		
55/255	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		
58/4	United Nations Convention against Corruption		

Economic and Social Council resolutions and decisions

9 (I)	Commission on Narcotic Drugs	1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe
1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East	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
1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region		

International Narcotics Control Board

Single Convention on Narcotic Drugs of 1961, article 11

Rules of Procedure of the Board

Conference of the States Parties to the United Nations Convention against Corruption resolutions

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions and decisions

Decision 2/6	Technical assistance activities	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime		
Resolution 7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto		

Deliverables

1.102 Table 1.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.10

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	5 290	6 527	5 290	5 400
1. Meetings of 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)	2 770	3 904	3 000	3 000
2. Meetings of the International Narcotics Control Board	80	114	80	110
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	600	497	600	560
4. Meetings of the United Nations Commission on International Trade Law and its working groups	115	140	85	120
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	50	85	50	50
6. Meetings of UNIDO	470	497	270	270
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	1 245	1 060	1 060
8. Other meetings	145	45	145	230
B. Generation and transfer of knowledge				
Technical materials (number of materials)	252	252	252	252
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily “master final” programme of meetings of intergovernmental bodies	251	251	251	251
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for permanent missions in Vienna covering the six official languages.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language day celebrations.				

Subprogramme 3

Documentation services

Objective

1.103 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.

Strategy

1.104 To contribute to the 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, the subprogramme will continue delivering multilingual documentation services, including translation, editing and desktop publishing, while improving quality, timeliness and efficiency by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training. The subprogramme will pursue dialogue with substantive secretariats and Member States to identify and respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity. The subprogramme will also continue promoting the versatility of language professionals to process highly legal and technical documents by providing further substantive training, including organizing briefings with substantive secretariats. It will continue leveraging information technology tools, including eLUNa, updating UNTERM and maintaining its repository of reference material for in-house and external language professionals. In addition, when resorting to external processing, the subprogramme will continue managing the quality of outsourced documents by enforcing rigorous recruitment standards for contractors and by providing them with appropriate feedback. The work is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. Past results for 2018 and 2019 in these areas include closer communication with the substantive secretariats of the United Nations and other Vienna-based international organizations, allowing for more proactive planning, forecasting and slotting of their required documentation, thus making available to member States of those organizations multilingual documents in their respective areas of expertise while achieving 100 per cent compliance with the simultaneous distribution requirement, which is one of the pillars of multilingualism. Other past results include the organization of 11 terminology briefings with substantive secretariats, and the improved quality of documentation through the use of more consistent terminology, facilitated by updating and harmonizing 5,864 records in the UNTERM terminology database.

Planned results for 2021

Result 1: access to more consistent terminology (result carried over from 2020)

1.105 The subprogramme will continue the work related to harmonizing terminology to be used during multilingual deliberation and decision-making processes, in line with its mandate, and will continue to facilitate access by client organizations and Member States to more consistent and reliable terminology records to the satisfaction of Member States, which is expected to be demonstrated by the performance measure

for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 1.11
Performance measure

2017	2018	2019	2020	2021
N/A	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States	No complaints received from Member States

Abbreviation: N/A, not applicable.

Result 2: enhanced adherence to the principle of parity among all official languages of the United Nations by harmonizing quality control procedures (new result)

1.106 To issue documents in all six official languages of the United Nations in a timely and cost-effective manner and to manage peaks and conflicting priorities in the documentation workflow, the subprogramme resorts to the outsourcing of translation when needed to complement internal capacity. In order to assess the quality of the services provided by contractors, the subprogramme performs quality control of 100 per cent of the outsourced documents before issuance using common evaluation criteria (accuracy of the translation, style and readability, consistent use of terminology and use of references). The future deployment of gDoc 2.0, the new global documentation workflow application, is aimed at, among other things, improving the existing outsourcing management module so that it will contain enhanced features that will further facilitate the identification of suitable contractors and their ranking according to the quality of their past outputs.

Internal challenge and response

1.107 The challenge for the subprogramme was to adjust working methods accordingly in view of preserving, while leveraging the new technology offered by gDoc 2.0, and, when needed, enhancing the quality of outsourced translation so as to bring more consistency in quality management and, hence, language parity, in compliance with General Assembly resolution [73/346](#). The internal discussions on the development of the gDoc 2.0 outsourcing module over the past two years revealed certain differences in practices, across languages and duty stations, in the quality control procedures used and in the implementation of the agreed criteria by internal revisers. Those differences could compromise the principles of parity and equal treatment of the six official languages enshrined in paragraphs 59 and 62 of that resolution.

1.108 In response, the subprogramme will lead a working group, with the participation of the other three main duty stations, to harmonize practices with the establishment of a common standard operating procedure for quality control. In addition to strengthening the existing quality control framework, this work will increase the consistency of quality assessments across languages and duty stations and, hence, the consistency of the quality of documentation made available to Member States, which, in turn, will ensure the parity and equal treatment of all official languages of the United Nations in accordance with resolution [73/346](#).

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

1.109 This work is expected to contribute to the 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, which would be demonstrated by the satisfaction of Member States with the overall quality of parliamentary documentation submitted to them.

Table 1.12

Performance measure

2017	2018	2019	2020	2021
Adoption of common global evaluation criteria for outsourced translations	Identification of remaining differences in quality control among local practices during the consultations on gDoc 2.0	Preparation by the Department of a report on key performance indicators confirming the necessity of a global approach to quality control	Improved consistency of the quality of documentation through the creation of a working group on the harmonization of quality control practices	Positive feedback on the improved consistency of the quality of documentation made available to Member States, made possible through the adoption of a standard operating procedure on quality control

Legislative mandates

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

General Assembly resolutions and decisions

913 (X)	Effects of atomic radiation	58/4	United Nations Convention against Corruption
1472 (XIV) A	International cooperation in the peaceful uses of outer space	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
2152 (XXI)	United Nations Industrial Development Organization		
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
40/243	Pattern of conferences		
55/25	United Nations Convention against Transnational Organized Crime	72/192	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
55/255	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		

Economic and Social Council resolutions and decisions

9 (I)	Commission on Narcotic Drugs	1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region		

1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region	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
1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice		
1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe		

International Narcotics Control Board

Single Convention on Narcotic Drugs of 1961, article 11

Rules of Procedure of the Board

Conference of the States Parties to the United Nations Convention against Corruption resolutions

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions and decisions

Decision 2/6	Technical assistance activities	Resolution 7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Deliverables

1.111 Table 1.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.13
Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	25 610	24 510	23 550	24 700
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)	9 760	9 802	9 000	10 300
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	3 540	3 453	3 000	3 540

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 360	2 628	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	7 550	6 072	7 070	6 000
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	90	61	80	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	1 150	1 066	1 000	1 000
7. Editing, translation and desktop publishing of documents for UNIDO	1 160	1 428	1 000	1 400

C. Substantive deliverables

Databases and substantive digital materials: updating and maintenance of the global terminology database (UNTERM), which currently holds 18,879 United Nations Office at Vienna records.

Subprogramme 4 Meetings and publishing services

Objective

1.112 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.

Strategy

1.113 To contribute to 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, the subprogramme will coordinate interpretation and publishing services for United Nations entities and governing bodies operating from Vienna, as well as for other Vienna-based organizations, such as UNIDO, the Comprehensive Nuclear-Test-Ban Treaty Organization and IAEA, and will continue to develop ways of ensuring maximum responsiveness to client needs, including by increasing the pool of freelance interpreters and maintaining close links with other duty stations in order to coordinate staff loans where possible and by offering an expanded array of e-publishing products. This work is expected to result in readily available interpretation services, optimized for the increasingly fast-paced world of conference services, and information made available to Member States more effectively and with minimal environmental impact. Past results in these areas include the accommodation of all mandated interpretation requirements, made possible in part by the organization in 2019 of three accreditation tests for freelance interpreters, as well as participation in testing at other duty stations, which have added a number of new freelancers to the roster, as well as the loan of staff interpreters between the United Nations Office at Geneva and the United Nations Office at Vienna for more than 50 days. In addition, new media, such as electronic banners (for the Office for Outer Space Affairs) and interactive e-publications (for the United Nations Office on Drugs and Crime), were rolled out in 2019 and brought information to a broader public in a more expeditious and environmentally sustainable way.

Planned results for 2021

Result 1: designing high-visibility publications and products for optimal impact and usability (result carried over from 2020)

1.114 The subprogramme will continue the work related to the expansion of technical functionalities of its products, in line with its mandate, and will expand the reach and scope of online publications and products that are available to and more appealing to Member States and to the readership at large, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 1.14
Performance measure

2017	2018	2019	2020	2021
N/A	PDF files of publications contained a level of accessibility that allowed screen reading	Raising awareness of accessibility of e-publications by holding open-house meetings with client departments	Adoption of the ePub format in compliance with the Digital Accessible Information System (Daisy) permitting read-aloud functionality and font resizing to suit the needs of the reader	Publications available in a format that supports a much greater level of accessibility: for example, the read-aloud feature is more advanced and includes descriptions of figures and tables for users who are visually impaired

Abbreviation: N/A, not applicable.

Result 2: maintaining the 100 per cent success rate in meeting mandated interpretation requirements (new result)

1.115 The scheduling of interpretation services requires a flexible and quick response to changing requirements and service demand peaks.

1.116 For example, in November 2019, while the interpretation team was fully engaged in servicing the UNIDO General Conference in Abu Dhabi, an urgent meeting was called in Vienna in response to unforeseen circumstances. Last-minute changes in the schedule of meetings in Abu Dhabi and flexibility on the part of interpretation personnel meant that the subprogramme was able to react quickly and redeploy capacity to Vienna.

1.117 The subprogramme follows a proactive approach in responding to interpretation requests, including those submitted at very short notice. This includes working to increase the pool of freelancers and taking advantage wherever possible of staff loans and cooperation between duty stations. As part of this approach, the subprogramme has also occasionally been able to provide assistance to other duty stations. In 2021, the subprogramme will continue to show flexibility and commitment

in order to provide high-quality interpretation for all meetings for which an official request has been made, in spite of the many challenges.

Internal challenge and response

1.118 The challenge for the subprogramme was to accommodate all client requests in the face of the increasingly last-minute notice of meetings, as well as occasionally unpredictable meeting duration, especially as such circumstances could have an impact on utilization rates, quality and respect for multilingualism.

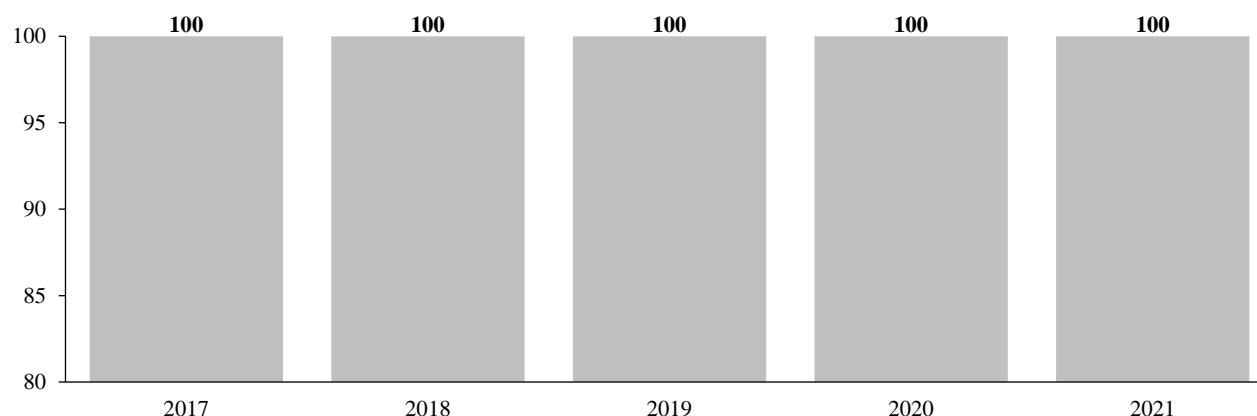
1.119 In response, the subprogramme will tap all means at its disposal to widen the pool of freelancers through an increased outreach and training effort, by working collaboratively with other duty stations in order to maximize the benefits of staff loans and through increased synergies with client organizations to enhance mutual awareness of potential areas for cooperation. The eAPG platform is already an invaluable element in the subprogramme's planning and coordination tools. The eAPG 2.0 platform, to be launched in 2021, will lend additional forecasting support and provide the subprogramme with a suite of sophisticated tools to help achieve fuller utilization of interpretation resources.

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

1.120 This work is expected to contribute to ensuring effective and efficient multilingual deliberations and decision-making processes of intergovernmental and expert bodies and conferences of the United Nations and other Vienna-based international organizations, which would be demonstrated by the continuation of 100 per cent of the requests for meetings with interpretation services being fulfilled.

Figure 1.XVI

Performance measure: percentage of requests for meetings with interpretation services fulfilled



Legislative mandates

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

General Assembly resolutions and decisions

913 (X)	Effects of atomic radiation	2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
1472 (XIV) A	International cooperation in the peaceful uses of outer space	40/243	Pattern of conferences
2152 (XXI)	United Nations Industrial Development Organization	55/25	United Nations Convention against Transnational Organized Crime

55/255	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	69/85	International cooperation in the peaceful uses of outer space
		Decision 70/518	Increase in the membership of the Committee on the Peaceful Uses of Outer Space
58/4	United Nations Convention against Corruption	72/192	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
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council		

Economic and Social Council resolutions and decisions

9 (I)	Commission on Narcotic Drugs	1991/39	Functioning of the Commission on Narcotic Drugs and provisional agenda for its thirty-fifth session
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	1993/36	Frequency of and arrangements for meetings of Heads of National Drug Law Enforcement Agencies, Europe
1988/14	Enlargement of the Subcommission on Illicit Drug Traffic and Related Matters in the Near and Middle East	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
1988/15	Meetings of Heads of National Drug Law Enforcement Agencies: Asia and the Pacific, Africa, and Latin America and the Caribbean	Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
1990/30	Establishment of a Meeting of Heads of National Drug Law Enforcement Agencies, European Region		

International Narcotics Control Board

Single Convention on Narcotic Drugs of 1961, article 11	Rules of Procedure of the Board
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Conference of the States Parties to the United Nations Convention against Corruption resolutions

3/1	Review mechanism	4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
3/2	Preventive measures		
3/3	Asset recovery		

Conference of the Parties to the United Nations Convention against Transnational Organized Crime resolutions and decisions

Decision 2/6	Technical assistance activities	Resolution 7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
Decision 3/2	Implementation of the provisions on international cooperation in the United Nations Convention against Transnational Organized Crime	Resolution 8/2	Mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Deliverables

1.122 Table 1.15 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.15

Vienna, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	773	707	720	696
1. Meetings of 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)	276	280	289	302
2. Meetings of the International Narcotics Control Board	59	59	59	59
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	58	90	58	60
4. Meetings of the United Nations Commission on International Trade Law and its working groups	90	80	60	80
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	10	9	10	10
6. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	62	63	62	60
7. Meetings of IAEA	165	75	157	100
8. Meetings of UNIDO	53	51	25	25
E. Enabling deliverables				
Correspondence and documentation services: 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.				

Conference management, Nairobi

Subprogramme 2

Planning and coordination of conference services

Objective

1.123 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.

Strategy

1.124 To contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, the subprogramme will endeavour to achieve optimum utilization of capacity for meetings and documentation services in a globally coordinated manner through the yearly

review and confirmation of the calendar of meetings and the monitoring of intersessional departures from the calendar for approval by the Committee on Conferences. This work is expected to result in the efficient use of available resources and an increase in meetings of intergovernmental bodies provided with adequate conference facilities.

1.125 The subprogramme will also focus on advance planning for the effective management of established calendar requests for conference services and align capacity with expected output in an agile manner. It will continue to provide substantive and organizational support to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the United Nations Human Settlements Programme (UN-Habitat) Assembly and their subsidiary bodies, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of the United Nations Environment Programme (UNEP), both for meetings in Nairobi and elsewhere. Regular client surveys will be an important tool to monitor the subprogramme's performance. In addition, the subprogramme will centrally coordinate risk management, assessment and evaluation and provide high-quality and reliable data to facilitate informed data-based managerial decision-making and performance monitoring. Further efforts will be undertaken through the leveraging of technology in streamlining workflows for conference service requests to provide services to clients through a two-pronged approach: (a) the piloting of an online event planning tool that also calculates expected costs of servicing the events in 2020 and consolidation of the tool in 2021; and (b) extension of this tool to include the interface between gMeets and the One-Stop Shop client interface for the efficient management of meeting requests. The work is expected to result in the effective and efficient conduct of meetings and improved deliberations and decision-making processes of the bodies and organs serviced as the provision of quality and timely conference services would allow intergovernmental processes to concentrate on the substance of the meetings.

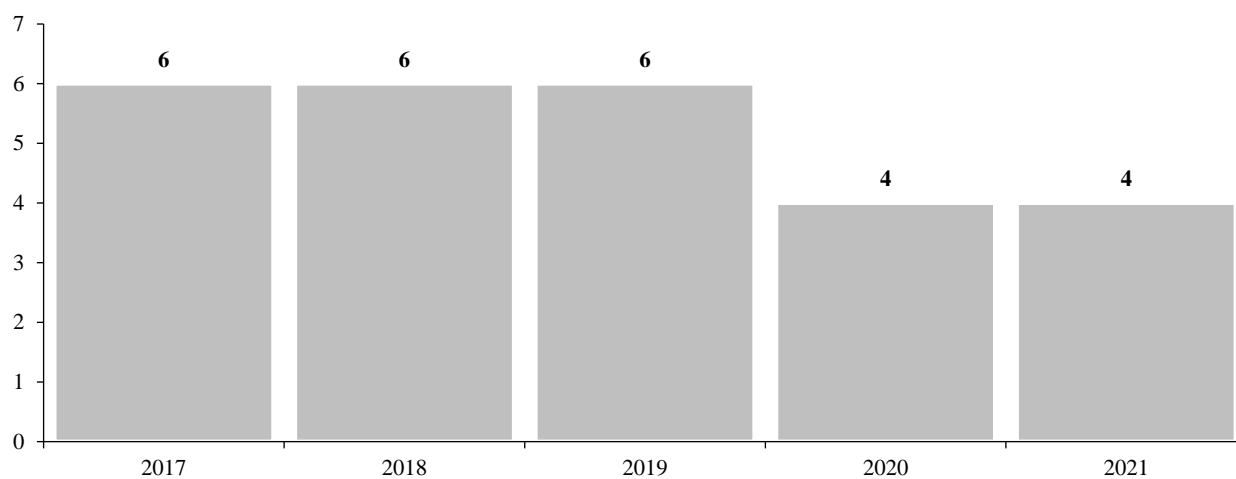
1.126 Past results in this area include the increased focus on advance planning for the effective management of conference services requirements. While the calendar of intergovernmental meetings and conferences (calendar and non-calendar) is built up 12 or more months in advance by monitoring mandating decisions and resolutions, parliamentary documentation is slotted 24 weeks in advance, allowing for early capacity planning.

Planned results for 2021

Result 1: going forward: automating self-service cost estimation by clients (result carried over from 2020)

1.127 The subprogramme will continue the work related to its automated cost-estimation tool used by clients for event planning and management, in line with its mandate, and will assist clients in fine-tuning their event requirements to the budget available, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.XVII
Performance measure: number of iterations per cost estimate



Result 2: towards an efficient user experience in event planning and execution (new result)

1.128 In 2021, the United Nations Office at Nairobi will host the fifth session of the United Nations Environment Assembly and the high-level review of the resolutions adopted by the UN-Habitat Assembly at its first session, held in 2019. The continued relevance of the subject of natural and human environments and sustainability, which are embodied in the Sustainable Development Goals attributed to UNEP and UN-Habitat, will likely result in complex deliberations and large participation. The Government of Kenya will host the joint Conferences of the Parties to the Basel, Rotterdam and Stockholm Conventions at Office, this being one of the more complex meetings serviced in terms of documentation. The number and size of conference facilities in Nairobi will again pose challenges to the successful conclusion of these conferences.

1.129 To reduce the administrative burden of maintaining the required constant communications with client secretariats, which will allow them to concentrate on higher-level programmatic tasks, the subprogramme will consolidate an online event planning tool that also calculates expected costs of servicing the events, after having piloted it in 2020.

Internal challenge and response

1.130 The challenge for the subprogramme was to manually estimate the cost of servicing meetings, processing documentation and providing other non-conference services, which is inefficient for clients as they spend an inordinate amount of time in administrative work as they fine-tune their programme of work to align with their available budget. The current service provision planning process often requires several iterations between meeting planners and clients. The number of cost estimate revisions has traditionally been high. Typically, every event requires six such revisions. In response, the subprogramme will leverage technology deployed in other duty stations and pilot it in Nairobi in 2020, and will consolidate it in 2021. Organizers will be able to enter event parameters in an online tool where scenarios can be tested and potential costs known in advance, which, in turn, will allow for the refinement of requirements to match the available budget.

1.131 By reducing the number of interactions with clients, event organizers will have more time to address the complexity of events while the subprogramme concentrates on the planning and delivery of conference and other services to legislative bodies and other corporate and programme delivery support activities related to conferences, both in Nairobi and elsewhere, including those carried out on a reimbursable basis.

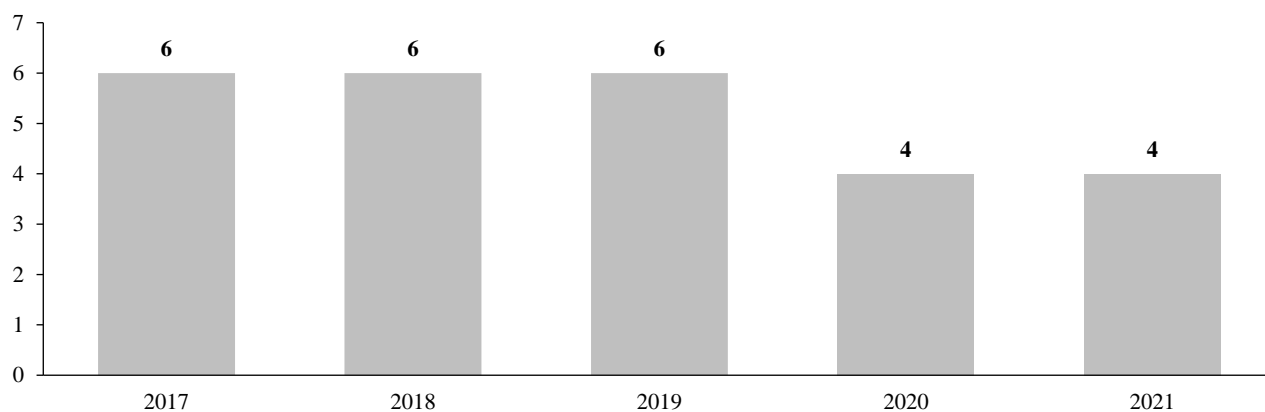
1.132 In addition, the gMeets/One-Stop Shop client interface that has been launched successfully in New York will be rolled out by the subprogramme in 2021. The deployment of the event scenario testing tool and its integration with the interface is aimed at reducing the planning efforts of clients and refining their list of requirements to match their individual budgets before they submit the request to the subprogramme.

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

1.133 This work is expected to contribute to efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies at the United Nations, which would be demonstrated by the increased efficiency in the interaction between event requesters and event planners. The average number of cost estimate iterations per event is expected to gradually fall to four in 2021.

Figure 1.XVIII

Performance measure: number of iterations per cost estimate



Legislative mandates

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

General Assembly resolutions

[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)

[74/222](#)

Report of the United Nations Environment Assembly of the United Nations Environment Programme

Deliverables

1.135 Table 1.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above

Table 1.16

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	4 287	5 369	4 024	4 836
1. Meetings of the United Nations Environment Assembly and subsidiary bodies:				
(a) United Nations Environment Assembly	160	200	—	200
(b) Open-ended Committee of Permanent Representatives	55	139	—	140
(c) Committee of Permanent Representatives	4	10	8	8
(d) Subcommittees of the Committee of Permanent Representatives	55	42	55	55
(e) Annual subcommittees of the Committee of Permanent Representatives	20	17	20	20
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies:				
(a) UN-Habitat Governing Council	100	—	—	—
(b) UN-Habitat Assembly	—	114	—	—
(c) Open-ended Committee of Permanent Representatives	—	—	—	50
(d) Committee of Permanent Representatives	2	2	—	—
(e) Subcommittees of the Committee of Permanent Representatives	80	68	50	—
(f) Executive Board	12	15	12	14
(g) Executive Board working groups	—	—	—	60
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	70	68	70	70
4. Meetings of the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	—	10	—	—
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:				
(a) Implementation Committee	2	2	2	2
(b) Bureau	1	1	1	1
(c) Open-Ended Working Group	30	10	30	40
(d) Meetings of the Parties and Conferences of the Parties	80	120	80	100
6. Meetings on the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal:				
(a) Open-Ended Working Group	—	—	34	—
(b) Conference of the Parties	50	55	—	55
7. Meetings on the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade:				
(a) Meeting of the Chemical Review Committee	6	10	6	6
(b) Conference of the Parties	50	52	—	50
8. Meetings on the Stockholm Convention on Persistent Organic Pollutants:				
(a) Meeting of the Persistent Organic Pollutants Review Committee	10	10	10	10
(b) Conference of the Parties	50	53	—	55
9. Meetings of the UNEP Global Meeting of Montevideo focal points	—	—	10	—
10. African Ministerial Conference on the Environment	50	26	50	30
11. Conference of the Parties to the Minamata Convention on Mercury	70	68	—	70
12. Conference of the Parties to the Convention on Biological Diversity	—	62	26	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
13. Meetings of the UNEP Global Pact for the Environment	30	138	–	–
14. Meetings of regional and other groupings of Member States	300	630	260	500
15. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	3 000	3 447	3 300	3 300

C. Substantive deliverables

Consultation, advice and advocacy: informational session on programme services for new members of permanent missions.

Subprogramme 3 Documentation services

Objective

1.136 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

Strategy

1.137 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, the subprogramme will continue to deliver multilingual documentation services, including translation, editing and desktop publishing, while improving quality, timeliness and efficiency by leveraging technologies, optimizing workflows, closely matching workload with capacity and developing the skills of staff through training, which is expected to result in the timely availability of high-quality documents, issued simultaneously in the six official languages of the United Nations, in compliance with existing mandates. This work will be realized by focusing on the training of staff and contractors on translation productivity technologies and will target outreach to educational institutions that train language professionals.

1.138 The subprogramme will also modernize generic job profiles of language staff to better suit the new technological environment; strengthen performance management and quality control mechanisms; enhance outreach to universities; and continuously improve recruitment methods to further improve geographical diversity and gender parity.

1.139 Furthermore, the subprogramme will continue to process and issue in timely manner mandated parliamentary documentation to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the UN-Habitat Assembly and their subsidiary bodies, as applicable, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of UNEP, while assisting meetings secretariats in drafting official records of the meetings. Regular client surveys will be an important tool to monitor the subprogramme's performance.

1.140 In addition, and considering the increased demand for the processing of technical documents, the subprogramme has mainstreamed the use of technologies in the area of computer-aided translation, with departmental tools such as eLUNa, to support the work of translators in the efficient identification of previously translated text, which is expected to improve language consistency over time. The subprogramme will continue to train both in-house staff and contractors while also

making the relevant technologies available to all relevant stakeholders, in order to build the necessary capacity to meet the evolving demand for documentation services.

1.141 The work is expected to result in improved decision-making processes of bodies and organs serviced and earlier availability of parliamentary documentation. Past results in this area include the gradual optimization of internal capacity planning while securing external temporary capacity early, evidenced by the increased number of parliamentary documents that are forecasted by submitting departments as opposed to planning based on historical trends alone. Those efforts have improved planning, as demonstrated by the increase in the proportion of documentation that was forecasted by 39 per cent from 2018 to 2019. The subprogramme increasingly relied on the advance mapping of forecasted documentation volume using performance monitoring dashboard tools, such as the pipeline visualization tool developed by the Department and deployed by the subprogramme in 2018. Those tools have been utilized to provide real-time data for timely decision-making and the ability to react efficiently to changing demands of Member States and other clients requesting documentation. Currently, all parliamentary documentation is mapped, benefiting the subprogramme's capacity planning.

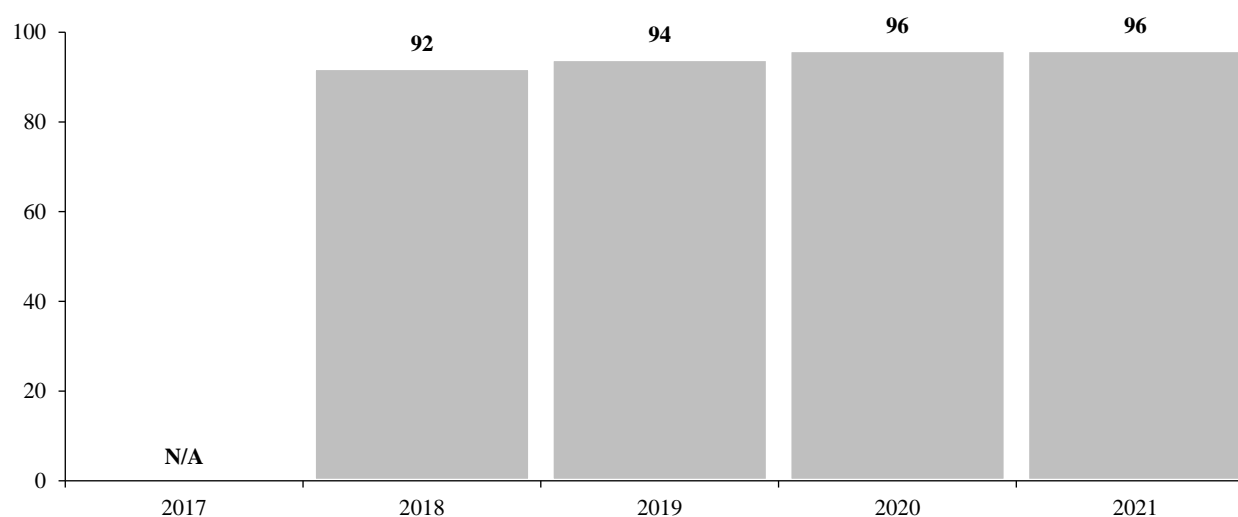
Planned results for 2021

Result 1: continuing to improve issuance compliance through closer collaboration with intergovernmental bodies (result carried over from 2020)

1.142 The subprogramme will continue the work related to capacity planning for documentation services in consultation with the secretariats of intergovernmental bodies, in line with its mandate, and will improve issuance compliance of documents, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.XIX

Performance measure: percentage of documents issued within the agreed time frame



Abbreviation: N/A, not applicable.

Result 2: consistent language on time (new result)

1.143 The established calendar for 2021 will be comparable to 2019, as both are odd-numbered years, and requests for documentation are driven by the periodicity of bodies serviced. The subprogramme will process a comparatively large volume of reports, some of them very technical. By utilizing technological advances developed and deployed by the Department in the areas of terminology and computer-assisted referencing and translation, such as the gText suite of translation productivity tools, and making them available to contractual translators, the subprogramme will address consistency across languages and with previously issued texts of parliamentary documents. In addition to processing official documentation, the subprogramme will continue to prepare, on behalf of client secretariats, the drafts of their official meeting records. In order to plan its capacity with a higher level of accuracy, the subprogramme will proactively collaborate with subprogramme 2 in soliciting early forecasts of parliamentary documents.

Internal challenge and response

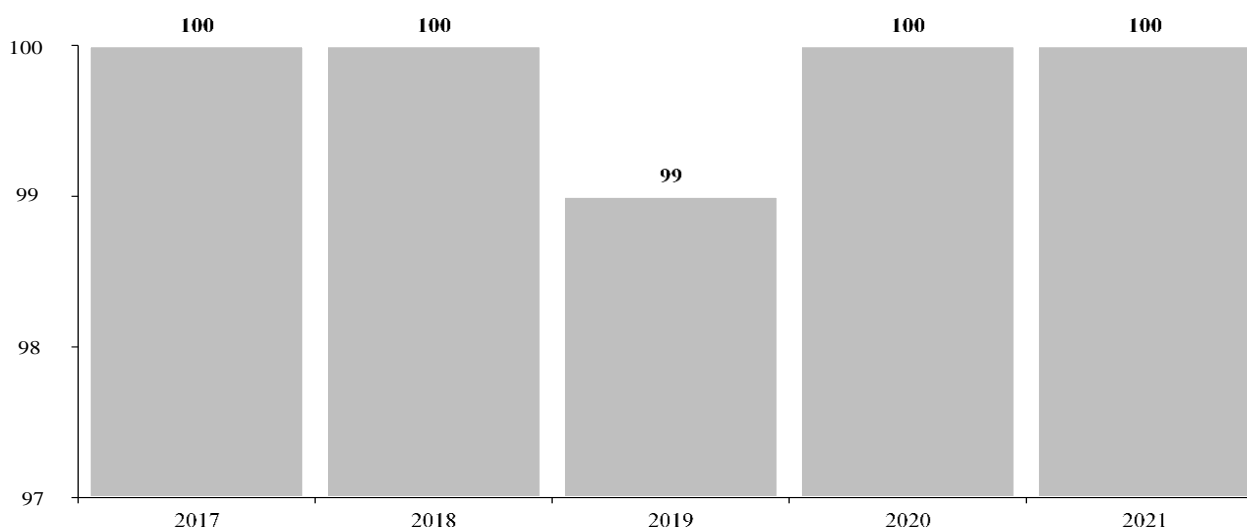
1.144 The challenge for the subprogramme was to accurately predict its workload. A small amount of non-compliance with approved forecasts can have a negative impact, as planned capacity can go unutilized or be insufficient. In response, the subprogramme will closely monitor adherence to forecasted document submission deadlines and address any variations as they occur, and will reassign, or offer to other duty stations, established capacity instead of having it go unutilized. Forecasts will be revised on a monthly basis, which will result in adjustments to planned capacity.

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

1.145 This work is expected to contribute towards ensuring efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences, which would be demonstrated by the maintenance of the simultaneous distribution of documents in all official languages despite the increase in translation volume.

Figure 1.XX

Performance measure: percentage of parliamentary documentation distributed simultaneously in the official languages



Legislative mandates

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

General Assembly resolutions

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)	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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Deliverables

1.147 Table 1.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.17

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	8 860	9 556	6 642	8 810
1. Editing, translation and desktop publishing of documents for the United Nations Environment Assembly and subsidiary bodies	1 889	1 568	45	1 500
2. Editing, translation and desktop publishing of documents for the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	871	1 217	–	500
3. Editing, translation and desktop publishing of documents for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	1 100	791	1 100	800
4. Editing, translation and desktop publishing of documents for the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	–	64	–	–
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	1 180	1 708	1 230	1 200
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	730	716	247	650
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	590	628	390	650
8. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	990	882	220	900
9. Editing, translation and desktop publishing of documents for the African Ministerial Conference on the Environment	160	112	110	110
10. Editing, translation and desktop publishing of documents for the Conference of the Parties to the Minamata Convention on Mercury	750	900	–	900
11. Editing, translation and desktop publishing of documents for other intergovernmental bodies	600	970	3 300	1 600
E. Enabling deliverables				
Correspondence and documentation services: preparation of 22 in-session conference/meeting reports on behalf of client secretariats.				

Subprogramme 4

Meetings and publishing services

Objective

1.148 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.

Strategy

1.149 To contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, the subprogramme will continue to provide high-quality meetings and publishing services, including interpretation and publishing in the official languages, to the main intergovernmental bodies headquartered in Nairobi, such as the United Nations Environment Assembly and the UN-Habitat Assembly and their subsidiary bodies, and to other non-calendar intergovernmental bodies, such as those for the multilateral environmental agreements falling under the substantive coordination of UNEP, or any other secretariat of a multilateral body requesting interpretation and publishing services from the subprogramme. This work is expected to result in the greater utilization of in-house capacity and application of the integrated global management of conference services to leverage proximity to meeting venues and temporary assistance during peak periods.

1.150 The subprogramme will refine its capacity planning through the periodic monitoring of planned meeting and publishing requests and the expected programme of work and variations described therein, in close coordination with subprogramme 2, to adapt to changing scenarios efficiently. A continued focus on the training of staff, targeted outreach to educational institutions that train language professionals and coordinated testing of freelance capacity will allow the subprogramme to ensure adequate capacity in various locations to meet evolving demand. To meet clients' publishing demands, the subprogramme will leverage technology in its working methods in keeping with current trends in publishing. Regular client surveys will be an important tool for measuring performance. This programming agility and improved working methods are expected to result in improved deliberations by allowing Member States to access high-quality interpretation and through the availability of official documents in an accessible format.

1.151 The subprogramme has continued to train staff and increase capacity through targeted outreach to educational institutions. The subprogramme collaborated with the network of universities that have signed a memorandum of understanding with the United Nations, as well as with the Pan-African Masters Consortium in Interpretation and Translation, to allow staff to refresh their interpretation skills and provide training to interpretation students in adherence with the needs of the United Nations as part of its strategy to increase capacity using the freelance market. Finally, to ensure adequate capacity in various locations and meet evolving demand, the subprogramme continues to collaborate with the other duty stations through integrated global management in the remote testing of interpreters to grow the roster of freelance interpreters worldwide.

1.152 To continue to meet the growing requirements of publishing on demand, the subprogramme will further leverage technology towards improving publishing workflows. The roll-out of gDoc 2.0, with features consisting of forecasting, capacity planning and production control, enables better support in matching capability to

demand. To meet this demand, where materials are made available based on demand and thus reducing requirements for storage, the subprogramme will leverage automated desktop publishing technologies. The work is expected to result in quicker production of customized graphic material that will support the subprogramme's clients in their programme delivery and advocacy efforts.

1.153 Past results in this area include the gradual strengthening of upstream advance planning of requirements for interpretation services. By proactively contacting clients long before the start of their upcoming meetings, their interpretation needs are examined as early as possible, allowing optimal recruitment and travel of staff and freelance interpreters, as required.

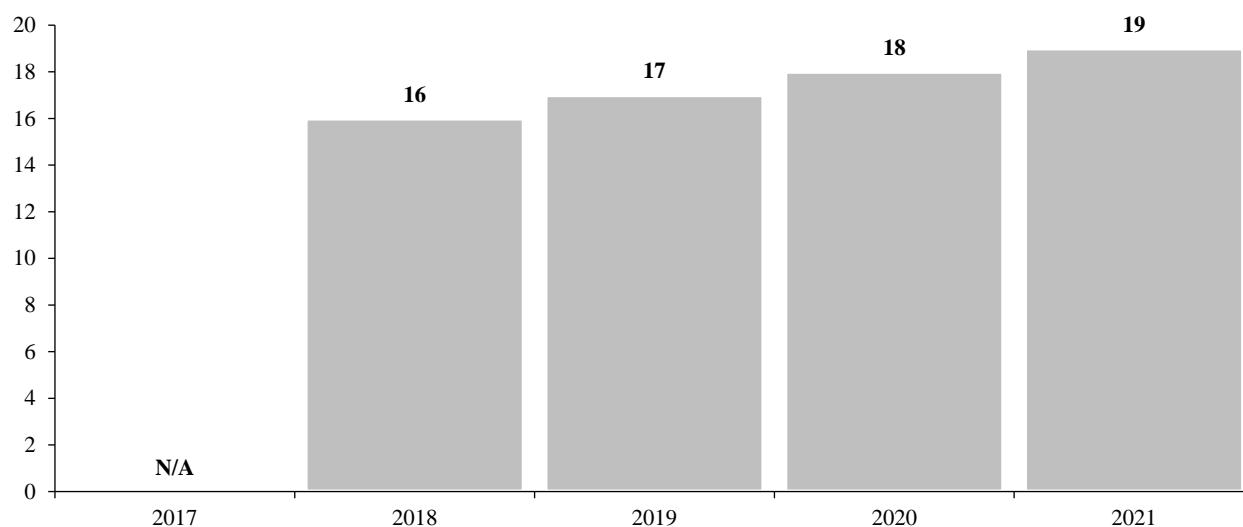
Planned results for 2021

Result 1: responsiveness and agility with interpretation services in multiple geographical locations (result carried over from 2020)

1.154 The subprogramme will continue to provide interpretation services in multiple geographical locations, in line with its mandate, and maintain the quality of meeting services regardless of the increase in the number and complexity of meetings held away from Nairobi, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 1.XXI

Performance measure: number of meetings held away from Nairobi requiring interpretation



Abbreviation: N/A, not applicable.

Result 2: high-quality interpretation regardless of the location (new result)

1.155 The subprogramme will service to its best capacity all the meetings of main calendar bodies based in Nairobi. It will also provide and coordinate efficient and effective interpretation and publishing services to many non-calendar legislative bodies and other secretariats, both in Nairobi and elsewhere, on a reimbursable basis. The subprogramme has been adding qualified interpreters to its list of freelancers

while making sure that the number and quality of interpreters, as well as their geographical locations, correspond to the expanded needs of its clients. In 2019, in cooperation with other duty stations, the United Nations Office at Nairobi introduced remote testing of 60 freelance interpreters, of which 18 were accredited for meetings the subprogramme services. Another key aspect – also introduced in 2019 – was the regular evaluation of the interpreters' work, in the form of an online performance evaluation and feedback form that permanent interpreters complete about the work of their colleagues in the booth after each meeting, to evaluate the quality of the services provided and address any shortcomings promptly.

Internal challenge and response

1.156 With the growing number of concurrent meetings taking place in different locations, the challenge for the subprogramme was to identify interpreters in new locations and in locations already served and to regularly evaluate the quality of the work of all the interpreters recruited. In response, the subprogramme will proactively engage the client secretariats to anticipate requirements and meeting locations for advance identification of proximity capacity by further intensifying remote testing in targeted geographical areas, through the network of educational institutions that have signed a memorandum of understanding with the subprogramme. Rather than relying only on team leaders of language units, the subprogramme will select other permanent interpreters to act as team leaders. Team leaders will mentor junior interpreters to become programmers of their respective meetings to expand the subprogramme's capacity to service multiple locations simultaneously. This delegation of responsibility will also require the evaluation of the work of freelance interpreters towards providing high-quality interpretation services. The subprogramme will also aim to increase the roster of freelance interpreters, widen its coverage of geographical locations and leverage technology to improve working methods to meet clients' needs.

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

1.157 This work is expected to contribute to efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and United Nations conferences and meetings, which would be demonstrated by no complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services.

Table 1.18
Performance measure

2017	2018	2019	2020	2021
No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services	No complaints about interpretation services

Legislative mandates

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

General Assembly resolutions

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)	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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Deliverables

1.159 Table 1.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.19

Nairobi, subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	550	408	450	505
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	26	37	6	35
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	20	18	12	18
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	36	18	36	18
4. Meetings of the UNEP ad hoc open-ended expert meeting on marine litter and microplastics	12	—	—	—
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	23	—	23	23
6. 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. Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal	—	5	8	8
8. Conference of the Parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade	10	2	—	8
9. Conference of the Parties to the Stockholm Convention on Persistent Organic Pollutants	10	12	—	8
10. Meetings of the UNEP Global Meeting of Montevideo focal points	—	—	10	—
11. African Ministerial Conference on the Environment	40	12	40	12
12. 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. Conference of the Parties to the Minamata Convention on Mercury	10	10	—	10
14. Conference of the Parties to the Convention on Biological Diversity	—	7	26	—
15. Meetings of the UNEP Global Pact for the Environment	22	22	—	—
16. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	341	265	275	365
E. Enabling deliverables				
Correspondence and documentation services: 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 special political missions, including special envoys and regional offices. It also provides support to peacekeeping 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.

Strategy and external factors for 2021

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 as well as its network of field presences, in particular special political missions, including regional offices, and liaison presences with regional and other organizations.

2.5 The Department will achieve greater coherence and effectiveness in the formulation of comprehensive regional strategies envisaged as part of the reform of the United Nations peace and security architecture. In particular, for subprogramme 1, Prevention, management and resolution of conflicts, the reform initiative established a single political-operational regional structure, shared by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, which will further enable better transition planning, for example in the drawdown of peacekeeping operations, by integrating political and operational responsibilities. Furthermore, the integration of the Peacebuilding Support Office into a unified and coherent Department of Political and Peacebuilding Affairs will continue to strengthen 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. These forms of collaboration are expected to deepen and will be of particular benefit in transition settings.

2.6 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.

2.7 With regard to the external factors, the overall plan for 2021 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 engage in a process towards the peaceful settlement of disputes.

2.8 The Department of Political and Peacebuilding Affairs integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Department issued its latest policy on women, peace and security in June 2019. The policy builds on good practices across the Department and special political missions and aims to ensure that key priorities are integrated in 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, peace and security, encompass gender-sensitive political and conflict analysis, promoting the inclusion of women in all peacemaking, sustaining peace and peacebuilding efforts, and women's 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, the result for 2019, related to the increase in the average percentage of women in parliaments in countries receiving United Nations electoral assistance in the past five years, reflects the fact that gender is systematically and effectively mainstreamed in all United Nations electoral assistance activities. All needs assessment mission reports in 2019 included gender analysis and gender-specific recommendations. In addition,

under subprogramme 2, specific training events on gender and elections were organized for different regional organizations and their respective member States. These types of gender-specific regional initiatives will also continue to be on the agenda of the Department in 2021.

2.9 With regard to cooperation with other entities, 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 Department is also expanding its partnerships with other relevant actors, including civil society, in particular in support of women and young people.

2.10 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General both through the Under-Secretary-General for Political and Peacebuilding Affairs and, in recognition of the role and responsibility of the Peacebuilding Support Office to facilitate cross-pillar coherence, the Assistant Secretary-General for Peacebuilding Support. 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' respective 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.

Legislative mandates

2.11 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)
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Security Council resolutions

[2171 \(2014\)](#)

Deliverables

2.12 Table 2.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 2.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)				
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
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with regional and subregional organizations; and support to field operations, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, regional and subregional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Fact-finding, monitoring and investigation missions: strategic review/assessment missions.				
Databases and substantive digital materials: databases on international peace and security issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: exhibits; publication of manuals, guides and publications about the work of the Department.				
External and media relations: statements by the Secretary-General; notes to correspondents; publications about the work of the Department.				

Evaluation activities

2.13 The following evaluations and self-evaluations completed in 2019 have guided the programme plan for 2021:

(a) Self-evaluations:

(i) End-of-cycle evaluation of the 2016–2019 strategic plan of the Department of Political Affairs;

(ii) Evaluation of the engagements of the Department of Political and Peacebuilding Affairs in Central and West Africa.

(b) Four independent third-party evaluations of country portfolios in the Central African Republic, Côte d'Ivoire, Mali and Somalia commissioned by the Peacebuilding Support Office.

2.14 The findings of the evaluations and self-evaluations referenced in paragraph 2.13 (a) above have been taken into account for the programme plan for 2021 of subprogramme 1, Prevention, management and resolution of conflicts. The findings of the evaluations referenced in paragraph 2.13 (b) above have been taken into account for the programme plan for 2021 of subprogramme 6, Peacebuilding Support Office.

2.15 At least one self-evaluation, the scope and area of which have yet to be determined, is planned for 2021.

Programme of work

Subprogramme 1

Prevention, management and resolution of conflicts

Objective

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

Strategy

2.17 To contribute to the advancement of the prevention, management and resolution of conflicts by peaceful means, 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 Department 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. These actions are expected to result in enhanced capacities of Member States and more effective efforts towards the prevention of armed conflicts. Past results in this area include the provision of support to the signatories of political and/or ceasefire agreements, including in Colombia, Libya and Yemen, and support for the design and implementation of national political processes, such as national dialogues.

Planned results for 2021

Result 1: comprehensive regional strategies (result carried over from 2020)

2.18 The subprogramme will continue the work related to conflict prevention, peacemaking and peacebuilding, in line with its mandate, and will provide assistance for greater harmonization of action by regional and subregional organizations and other stakeholders, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.2

Performance measure

2017	2018	2019	2020	2021
N/A	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	Initial implementation of comprehensive regional strategies formulated in 2019, leading to greater harmonization of action by regional and subregional	Continued and deepened implementation of comprehensive regional strategies formulated in 2019 and 2020, leading to greater harmonization of

2017	2018	2019	2020	2021
		for a number of regions or subregions	organizations and other stakeholders	action by regional and subregional organizations and other stakeholders

Abbreviation: N/A, not applicable.

Result 2: enhanced peace and security cooperation (new result)

2.19 In the years prior to 2019, Member States were kept abreast of risks to peace and security and progress in peacebuilding and sustaining peace through two different offices, the Department of Political Affairs and the Peacebuilding Support Office. While the two entities coordinated closely to develop options and recommendations for preventive engagements and sustaining peace, there was scope to strengthen coherence and common approaches in support of the same country situation. In this area, the subprogramme will work to advance and deepen the synergies between the subprogramme and the Peacebuilding Support Office. This will be particularly tangible in special political missions, in particular in newly established entities, where the subprogramme, through its thematic and regional expertise, will advance the level of integration of the different tools required to implement the Organization's peace and security mandates.

Internal challenge and response

2.20 The challenge for the subprogramme was to further integrate and deepen the distinct and complementary expertise of the Department of Political Affairs in conflict prevention and peacemaking, including in devising comprehensive political strategies, and that of the Peacebuilding Support Office in enhancing coherence and partnerships in support of peacebuilding and sustaining peace, as well as the role of the Department of Peacekeeping Operations in managing peacekeeping operations. In response, starting in 2019 and continuing in 2020, the new peace and security architecture approved by the General Assembly in 2018 and put into effect on 1 January 2019 established the new Department of Political and Peacebuilding Affairs, which combines the strategic, political and operational responsibilities of the former Department of Political Affairs and the peacebuilding responsibilities of the Peacebuilding Support Office. This new structure will further strengthen collaboration between the regional and thematic expertise of the subprogramme and the Peacebuilding Support Office to ensure a holistic approach across the entire range of political and peacebuilding engagements across the globe, bringing into the same entities different but complementary tools that are critical for peace and security issues; it is expected to further deepen the integration of approaches and perspectives in the years ahead.

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

2.21 This work is expected to contribute to the advancement of the prevention, management and resolution of conflicts by peaceful means, which would be demonstrated by the development and implementation of more comprehensive regional strategies that help to harmonize the actions of a wide range of actors operating in the same region, including Member States, regional and subregional organizations, international financial institutions and non-governmental organizations. Greater unity of action among these actors would lead to more effective conflict prevention, peacemaking, peacebuilding and sustaining peace engagements by the international community in the respective regions. Harmonization of action

among external actors also presupposes greater coherence among various United Nations actors operating in the same region, including special political missions, peacekeeping operations and agencies, funds and programmes, as well as greater consistency and coherence between political objectives and programming decisions in response to an increasingly diverse and complex range of root causes of conflicts. Evidence will also include stronger and more comprehensive regional strategies, increased coherence across the conflict prevention, peacemaking, peacebuilding and sustaining peace engagements of multiple actors, and greater integration between political analysis and programmatic decisions by such actors.

Table 2.3
Performance measure

2017	2018	2019	2020	2021
N/A	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	Initial implementation of comprehensive regional strategies formulated in 2019, 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 in a coordinated and integrated manner

Abbreviation: N/A, not applicable.

Legislative mandates

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

Charter of the United Nations

Articles 33 and 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters	57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
47/120 B	An Agenda for Peace		
52/12 A and B	Renewing the United Nations: a programme for reform	59/310	Cooperation between the United Nations and the Economic Community of Central African States
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion	60/1 60/4	2005 World Summit Outcome
57/26	Prevention and peaceful settlement of disputes	60/260	Global Agenda for Dialogue among Civilizations
57/157	Cooperation between the United Nations and the Organization of American States	60/283	Investing in the United Nations: for a stronger Organization worldwide
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa		Investing in the United Nations for a stronger Organization worldwide: detailed report

61/51	Cooperation between the United Nations and the Southern African Development Community	64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa	64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace	64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
61/293	Prevention of armed conflict	64/137	Intensification of efforts to eliminate all forms of violence against women
61/294	Zone of peace and cooperation of the South Atlantic	64/223	Towards global partnerships
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization	64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
63/15	Cooperation between the United Nations and the Eurasian Economic Community	65/283	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development	66/253 A and B	The situation in the Syrian Arab Republic
63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace	66/291	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
63/23	Promoting development through the reduction and prevention of armed violence	67/19	Status of Palestine in the United Nations
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union	67/123	Comprehensive review of special political missions
63/86	Strengthening of security and cooperation in the Mediterranean region	68/15	Peaceful settlement of the question of Palestine
63/261	Strengthening the Department of Political Affairs	68/16	Jerusalem
63/267	New Partnership for Africa's Development: progress in implementation and international support	68/79	Palestine refugees' properties and their revenues
63/281	Climate change and its possible security implications	68/127	A world against violence and violent extremism
63/308	The responsibility to protect	68/182	Situation of human rights in the Syrian Arab Republic
63/310	Cooperation between the United Nations and the African Union	68/303	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
64/7	International Commission against Impunity in Guatemala	69/1	Measures to contain and combat the recent Ebola outbreak in West Africa
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict	69/3	United Nations Mission for Ebola Emergency Response
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies	69/8	Cooperation between the United Nations and the Central European Initiative
64/14	The Alliance of Civilizations	69/9	Cooperation between the United Nations and the League of Arab States
64/116	The rule of law at the national and international levels	69/10	Cooperation between the United Nations and the Commonwealth of Independent States
64/118	Measures to eliminate international terrorism	69/11	Cooperation between the United Nations and the Shanghai Cooperation Organization
		69/12	Cooperation between the United Nations and the Collective Security Treaty Organization

69/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization	70/84	Persons displaced as a result of the June 1967 and subsequent hostilities
69/14	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons	70/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
69/26	African Nuclear-Weapon-Free Zone Treaty	70/86	Palestine refugees' properties and their revenues
69/74	United Nations Regional Centre for Peace and Disarmament in Africa	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
69/83	Cooperation between the United Nations and the Council of Europe	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
69/110	Cooperation between the United Nations and the Association of Southeast Asian Nations		
69/111	Cooperation between the United Nations and the Economic Cooperation Organization	70/89	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
69/112	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization		
69/265	Cooperation between the United Nations and the Caribbean Community	70/90	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
69/270	Cooperation between the United Nations and the International Organization of la Francophonie	70/91	The occupied Syrian Golan
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	70/92	Comprehensive review of special political missions
		70/98	Question of Western Sahara
69/286	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia	70/108	Assistance to the Palestinian people
		70/109	A world against violence and violent extremism
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	70/141	The right of the Palestinian people to self-determination
		70/185	Unilateral economic measures as a means of political and economic coercion against developing countries
69/311	Cooperation between the United Nations and the Community of Portuguese-speaking Countries	70/225	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
69/314	Tackling illicit trafficking in wildlife	70/232	Rights of indigenous peoples
69/317	Cooperation between the United Nations and the Organization of Islamic Cooperation		
69/318	Cooperation between the United Nations and the Pacific Islands Forum	70/233	Situation of human rights in Myanmar
69/322	Zone of peace and cooperation of the South Atlantic	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
		70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
70/5	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba		
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

72/83	Palestine refugees' properties and their revenues	73/88	The situation in Afghanistan
72/134	Assistance to the Palestinian people	73/101	Comprehensive review of special political missions
72/248	Situation of human rights in Myanmar	73/135	Cooperation between the United Nations and the Organization of Islamic Cooperation
72/278	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union	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
72/280	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia	73/249	South-South Cooperation
72/282	Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova	73/259	Cooperation between the United Nations and the Association of Southeast Asian Nations
73/10	Cooperation between the United Nations and the Central European Initiative	73/263	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
73/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization	73/267	Cooperation between the United Nations and the League of Arab States
73/14	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM	ES-10/20	Protection of the Palestinian civilian population
73/15	Cooperation between the United Nations and the Council of Europe	74/246	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
73/16	Cooperation between the United Nations and the Commonwealth of Independent States		

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)	1904 (2009)
1197 (1998)	1907 (2009)
1208 (1998)	S/PRST/2011/4
1209 (1998)	S/PRST/2011/15
1318 (2000)	S/PRST/2011/18
1325 (2000)	S/PRST/2011/21
1366 (2001)	2039 (2012)
1559 (2004)	2046 (2012)
1631 (2005)	2048 (2012)
1645 (2005)	2056 (2012)
1646 (2005)	S/PRST/2012/2
1680 (2006)	S/PRST/2012/11
1699 (2006)	S/PRST/2012/18
1701 (2006)	S/PRST/2012/21
1810 (2008)	S/PRST/2012/25
1820 (2008)	S/PRST/2012/28
1860 (2009)	2092 (2013)
1882 (2009)	2093 (2013)
1887 (2009)	2098 (2013)
1888 (2009)	2103 (2013)
1889 (2009)	2106 (2013)
1894 (2009)	2107 (2013)

2118 (2013)		S/PRST/2016/4
2122 (2013)		S/PRST/2016/8
S/PRST/2013/4		S/PRST/2016/11
S/PRST/2013/6		S/PRST/2016/19
S/PRST/2013/10		2337 (2017)
S/PRST/2013/12		2379 (2017)
S/PRST/2013/13		S/PRST/2017/2
S/PRST/2013/18		S/PRST/2017/10
S/PRST/2013/19		S/PRST/2017/17
S/PRST/2013/20		2343 (2018)
S/PRST/2013/22		2398 (2018)
S/2013/759	Mandate of the United Nations Office for West Africa	2404 (2018)
		2405 (2018)
2139 (2014)		2416 (2018)
2145 (2014)		2419 (2018)
2157 (2014)		2421 (2018)
2158 (2014)		2430 (2018)
2165 (2014)		2444 (2018)
2171 (2014)		2445 (2018)
2186 (2014)		2451 (2018)
S/PRST/2014/6		S/PRST/2018/3
S/PRST/2014/8		S/PRST/2018/16
S/PRST/2014/17		2452 (2019)
S/PRST/2014/25		2453 (2019)
2203 (2015)		2458 (2019)
2214 (2015)		2460 (2019)
2218 (2015)		2461 (2019)
2232 (2015)		2468 (2019)
2238 (2015)		2470 (2019)
2242 (2015)		2472 (2019)
2245 (2015)		2476 (2019)
2246 (2015)		2481 (2019)
2250 (2015)		2483 (2019)
2253 (2015)		2485 (2019)
2254 (2015)		2487 (2019)
2259 (2015)		2489 (2019)
S/PRST/2015/4		2491 (2019)
S/PRST/2015/12		2493 (2019)
S/PRST/2015/14		S/PRST/2019/1
S/PRST/2015/22		S/PRST/2019/5
S/PRST/2015/24		S/PRST/2019/6
S/2015/555	Mandate of the United Nations Regional Office for Central Africa	S/PRST/2019/7
		S/PRST/2019/9
S/2015/1026	Cameroon-Nigeria Mixed Commission	S/PRST/2019/10
2267 (2016)		S/PRST/2019/12
2320 (2016)		S/PRST/2019/13
2334 (2016)		S/PRST/2019/14

S/PRST/2019/15	2512 (2020)	
2504 (2020)	2513 (2020)	
2505 (2020)	2516 (2020)	
2506 (2020)	S/PRST/2020/1	Maintenance of international peace and security
2509 (2020)		
2510 (2020)	S/PRST/2020/2	Peace consolidation in West Africa
2511 (2020)	S/PRST/2020/3	Children and armed conflict

Deliverables

2.23 Table 2.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.4

Subprogramme 1: deliverables for the period 2019–2020, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	47	60	70	68
1. Report of the Secretary-General on cooperation between the United Nations and regional and other organizations for the General Assembly	—	—	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 2240 (2015) for the General Assembly	—	—	1	—
4. Reports of the Secretary-General on matters related to peace and security for the Security Council	30	43	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	1	1	2	2
Substantive services for meetings (number of three-hour meetings)	47	101	104	105
6. Meetings and/or informal consultations of the General Assembly and its subsidiary organs	14	15	16	16
7. Meetings and/or informal consultations of the Security Council and its subsidiary organs	27	76	80	80
8. Meetings of the United Nations Standing Advisory Committee on Security Questions in Central Africa	2	4	4	4
9. High-level side events on issues relating to the prevention and resolution of conflicts during the General Assembly	4	6	4	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	140	178	195	195
10. Seminars, training events and academic meetings on advancing preventive diplomacy, peacemaking and peacebuilding	140	178	195	195
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with regional organizations; and support to field operations, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, international and regional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Fact-finding, monitoring and investigation missions: strategic review/assessment missions.				
Databases and substantive digital materials: databases on international peace and security issues.				
D. Communication deliverables				
External and media relations: statements by the Secretary-General; notes to correspondents; and publications about the work of the Department.				

Subprogramme 2 Electoral assistance

Objective

2.24 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 overall public confidence and that contribute to stability and security, especially in transitional and post-conflict situations.

Strategy

2.25 To contribute to strengthened existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections, 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 process. It also includes strengthening electoral partnerships with regional organizations, including the African Union, the Association of Southeast Asian Nations, the Caribbean Community secretariat, the Economic Community of West African States (ECOWAS), the European Union, the International Conference on the Great Lakes Region (ICGLR), the Southern African Development Community, the Organization of Islamic Cooperation, the Organization for Security and Cooperation in Europe and the Pacific Islands Forum, and co-organizing with regional partner organizations training events on key electoral matters, such as gender and elections, lessons learned with regard to electoral processes, and the prevention of electoral violence in various parts of the world. The subprogramme will also develop new internal United Nations electoral policies for strengthening consistency, coordination and coherence within the United Nations system on electoral assistance activities. These actions are expected to result in increased support to the entire electoral cycle in requesting Member States, including through strengthened election management bodies, more effective electoral frameworks and systems, enhanced voter education and voter registration activities, and increased participation of women, young people and persons with disabilities in the electoral and political process, which will contribute to more conducive environments for peaceful and inclusive elections and ultimately a more credible electoral process. Past results in this area include the provision by the United Nations of technical support over the last two years that has led to enhanced electoral capacity in around 60 Member States in various parts of the world.

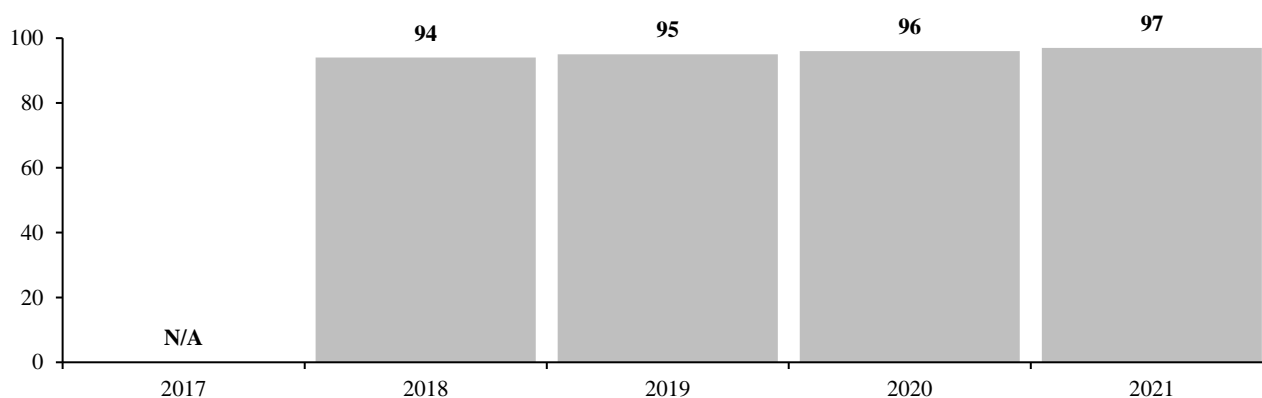
Planned results for 2021

Result 1: increased capacity of Member States in conducting peaceful, inclusive and genuine elections (result carried over from 2020)

2.26 The subprogramme will continue the work related to electoral assistance, in line with its mandate, and will assist Member States to increase their capacity in conducting peaceful, inclusive and genuine elections in a timely manner, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.I

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



Abbreviation: N/A, not applicable.

Result 2: increased capacity of Member States to conduct inclusive, transparent and peaceful elections and increased support to regional organizations (new result)

2.27 In 2021, the subprogramme is expected to coordinate electoral support to approximately 60 Member States and to expand its electoral partnership and capacity development support to regional and intergovernmental organizations, including in the areas of women's participation in electoral processes and the prevention of electoral violence. Increased capacity development support to regional organizations is aimed at assisting these partner organizations to improve their electoral support to Member States in various parts of the world. The subprogramme will also develop and implement a number of new United Nations system-wide electoral policies, while continuing to mainstream gender in all United Nations electoral assistance activities.

Internal challenge and response

2.28 The challenge for the subprogramme was the continued need for ongoing comprehensive coordination among United Nations entities and other regional and intergovernmental organizations involved in providing electoral assistance to Member States to ensure coherence and consistency in the delivery of electoral support. In response, the subprogramme will enhance efforts for internal coordination, including through a comprehensive review of the internal electoral policies and guidelines developed so far to ensure that they are up-to-date and in line with current needs, including the need for strengthened coordination and coherence in the provision of

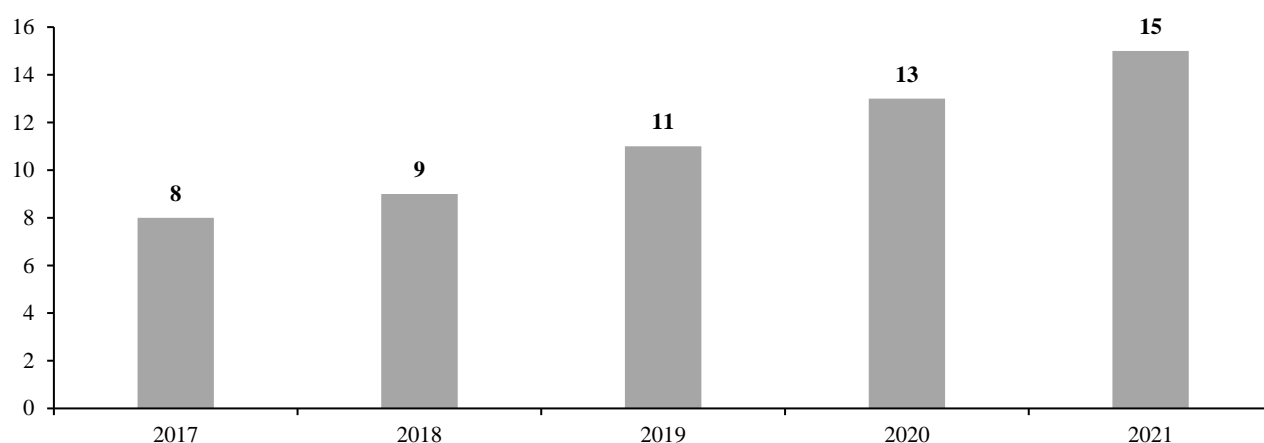
United Nations electoral assistance to Member States. The subprogramme will use the Inter-Agency Coordination Mechanism for United Nations Electoral Assistance as a platform for information exchange, coordination and the development of internal policies among the entities of the United Nations system involved in electoral matters. The subprogramme will also use regional training events for partner organizations and other global electoral initiatives to further promote coordination and cooperation on key electoral matters.

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

2.29 This work is expected to contribute to strengthening the existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections, which would be demonstrated by requests for assistance from Member States being responded to in a timely and coordinated manner. It would also be demonstrated by the number of regional electoral capacity development initiatives in which regional organizations and their member States participate.

Figure 2.II

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



Legislative mandates

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

General Assembly resolutions

[74/158](#)

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

Deliverables

2.31 Table 2.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.5

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	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	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	1	–	1
2. Substantive servicing of the plenary of the General Assembly	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	18	26	26
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	15	17	25	25
Seminars, workshops and training events (number of days)	19	19	19	19
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	19	19	19
Technical materials (number of materials)	5	5	5	5
6. Technical guidelines and reference materials on electoral processes, the electoral legal framework and the organization and administration of elections	5	5	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: technical support for the design 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.				
Fact-finding, monitoring and investigation missions: 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 at their request.				
Databases and other substantive digital materials: migration to a new platform and regular updating and maintenance of the United Nations single electoral roster, which is a database of electoral experts; updating and maintenance of the United Nations institutional memory in the provision of electoral assistance; and assisting regional organizations with the establishment and enhancement of their electoral databases.				

Subprogramme 3

Security Council affairs

Objective

2.32 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

2.33 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will continue to ensure the full, complete and timely execution of the

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 assist the monthly presidency of the Council in carrying out the official functions of the office; 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; ensure the timely and accurate publication and transmittal of the Council's outcomes and other documents, as well as the correspondence it receives from the Secretariat, Member States and entities; and continue to coordinate the scheduling and administering of formal and informal meetings. This is accomplished through applying the established procedural guidelines and practices, expeditious circulation and coordination of the editing, translation and issuance of those documents, where applicable. The subprogramme will also provide substantive and other advice to address specific queries from Council members. These activities are expected to result in the Council being fully supported by the Secretariat to fulfil its responsibilities under the Charter of the United Nations. Past results in this area in 2019 include the holding of 258 meetings and the undertaking of 5 missions to the field with the support of the subprogramme, in addition to the Council's adoption of 52 resolutions and issuance of 15 presidential statements during the same period.

2.34 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will also support the Council's subsidiary bodies, including sanctions committees and working groups. This includes support to the Council and its subsidiary bodies in the design and implementation of sanctions regimes and the provision of substantive and administrative support to the sanctions monitoring groups, teams and panels established by the Council. The subprogramme will also engage with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees; to promote deeper understanding and implementation of Council sanctions; and to support the monitoring groups, teams and panels to carry out in-depth and credible monitoring of sanctions implementation and violations. In this regard, the subprogramme will continue to organize annual induction training sessions for incoming Chairs and members of sanctions committees; immediately disseminate the Consolidated United Nations Security Council Sanctions 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. These activities are expected to result in enabling the Council and its sanctions committees to implement targeted sanctions. Past results in this area in 2019 include the proposal of 86 per cent of expert panel members to sanctions committees within two weeks of the renewal of the mandates of panels. Also in 2019, the subprogramme submitted seven reports of the Secretary-General to the Council: five reports providing recommendations on various aspects of sanctions regimes and measures and two reports on the implementation of resolution [2231 \(2015\)](#) on the Iranian nuclear issue.

2.35 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will also provide to Member States specialized research and analysis regarding the practice and procedure of the 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 such as peacekeeping. All research and analysis products will be made available online to Member States through the Council website. The subprogramme will also continue to support 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. These activities are expected to result in Member States having better access to resources and information concerning the Council, in order to be more informed about its proceedings and best equipped to participate as Council members and contribute to the implementation of its decisions. Past results in this area include the introduction in 2019 of a one-year publication cycle for the *Repertoire*, which gave incoming Council members access to the most recent information on the practice and procedure of the Council.

Planned results for 2021

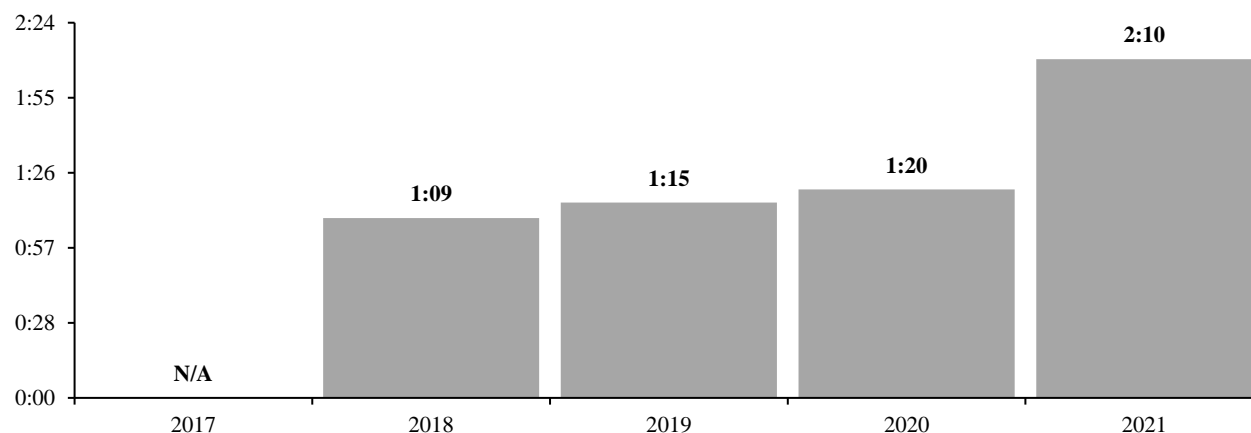
Result 1: first port of call on all Security Council matters for Council members and beyond (result carried over from 2020)

2.36 The subprogramme will continue the work related to providing support and policy and procedural advice to Security Council members, in line with its mandate, and will undertake initiatives that enhance the engagement of Council members, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.III

Performance measure: engagement time on the Security Council website

(Minutes)



Abbreviation: N/A, not applicable.

Result 2: Council members receive timely information on the implementation of sanction measures (new result)

2.37 The subprogramme is mandated to establish expert panels in a timely manner to assist the Security Council and its sanctions committees. To facilitate this, the subprogramme must propose the candidates for an expert panel to the relevant sanctions committee within two weeks of the renewal of the mandate of a panel, or within six weeks of the establishment of a new panel by the Council. Furthermore, by resolution [2467 \(2019\)](#), the Council encouraged the Secretary-General to ensure that

expert panels include members with dedicated sexual violence and gender expertise, where mandated. The subprogramme undertakes broad outreach to Member States for the recruitment of specific expert panels and also maintains a list of pre-screened, qualified individuals who have expressed interest in joining an expert panel through the maintenance of a roster of experts.

Internal challenge and response

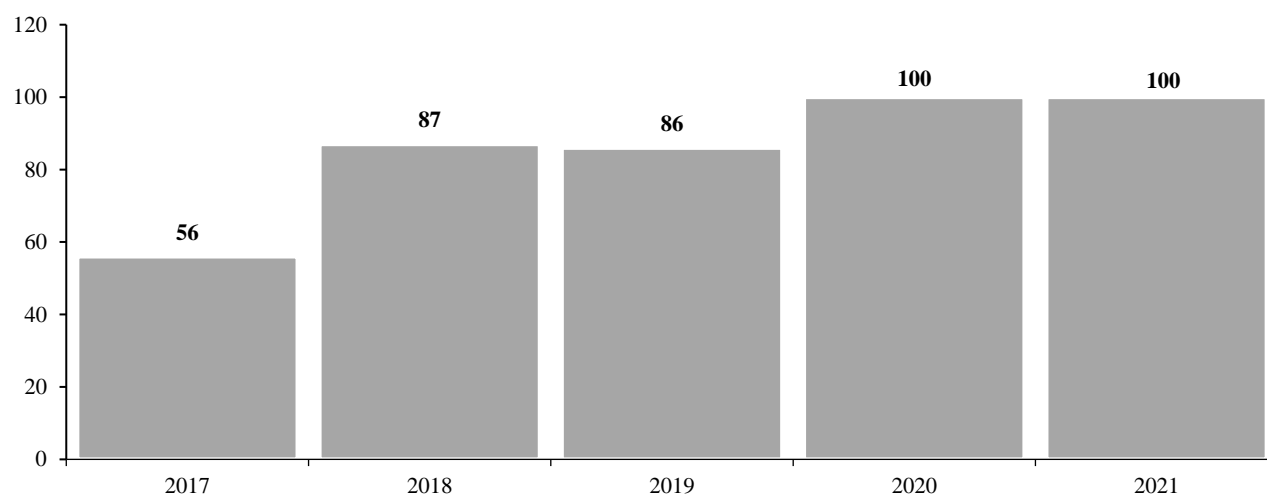
2.38 The challenge for the subprogramme was the identification of candidates for proposal to sanctions committees within the two-week time frame, with 86 per cent of experts being proposed to sanctions committees on time. In response, the subprogramme will begin its recruitment processes earlier, continue to publicize job openings and enhance its dialogue and interactions with Member States for different expert positions (including seeking the nomination of more women candidates), in order to expand its access to relevant qualified candidates.

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

2.39 This work is expected to contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, which would be demonstrated by the timely receipt of expert panel proposals by sanctions committees, for the effective monitoring and reporting of sanctions measures, with the goal of 100 per cent of experts being recommended to committees within two weeks of the renewal of a mandate or within six weeks of the establishment of a new mandate.

Figure 2.IV

Performance measure: percentage 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



Legislative mandates

2.40 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	74/190	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	74/252	Pattern of conferences

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

2.41 Table 2.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.6

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	55	55	55	55
1. Notifications by the Secretary-General under Article 12 (2) of the Charter of the United Nations	1	1	1	1
2. Reports of the Security Council for the General Assembly	1	1	1	1
3. 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
4. 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
Substantive services for meetings (number of three-hour meetings)	510	393	510	400
5. 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	393	510	400

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	4	6	4
6. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs	6	4	6	4
Publications (number of publications)	1	2	2	2
7. <i>Repertoire of the Practice of the Security Council</i>	1	1	1	1
8. Volume of <i>Resolutions and Decisions of the Security Council</i>	–	1	1	1
Technical materials (number of materials)	5	98	104	109
9. Tailored research for Member States on Security Council practice and procedure, current and historic	–	70	75	80
10. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council	1	1	1	1
11. Compendium of Security Council mandates and reports to the Council	–	11	12	12
12. 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
13. <i>Highlights of Security Council Practice</i>	1	1	1	1
14. Monthly statistics of Security Council deliberations	–	12	12	12
C. Substantive deliverables				
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.				
Databases and substantive digital materials: updating and maintenance of the Security Council Affairs Division database of Council procedures, practices and working methods; and updating and maintenance of the roster of experts for Security Council subsidiary bodies and the Consolidated United Nations Security Council Sanctions List in all official languages.				
D. Communication deliverables				
Digital platforms and multimedia content: updating and maintenance of the website of the Security Council and its subsidiary bodies in all official languages.				

Subprogramme 4 Decolonization

Objective

2.42 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

2.43 To contribute to the advancement of the decolonization process of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism, 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 (Special Committee) and the Special Political and Decolonization Committee (Fourth Committee). Support provided includes the preparation of parliamentary documents considered by the Special Committee (Secretariat working papers); the preparation of mandated reports of the Secretary-General; 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; the servicing of meetings of the Special Committee and other intergovernmental bodies (Fourth Committee and the Economic and Social Council) in close coordination with the Department for General Assembly and Conference Management; the provision of political advice, statements and briefing materials; the provision of substantive support to the annual regional seminar on decolonization and visiting missions dispatched by the Special Committee; maintaining contact with the representatives of the Territories and United Nations agencies, funds and programmes; and cooperating with the Department of Global Communications in the dissemination of information on decolonization, including through enhancing the information provided on the United Nations decolonization website. These actions are expected to result in the advancement of specific proposals to bring about an end to colonialism and to develop and finalize constructive programmes of work on a case-by-case basis for the decolonization of the Non-Self-Governing Territories. Past results in this area include the enhancement of the dissemination of information on decolonization through the revamped website and the provision of substantive support to visiting missions dispatched by the Special Committee to New Caledonia and Montserrat and the annual regional seminars on decolonization.

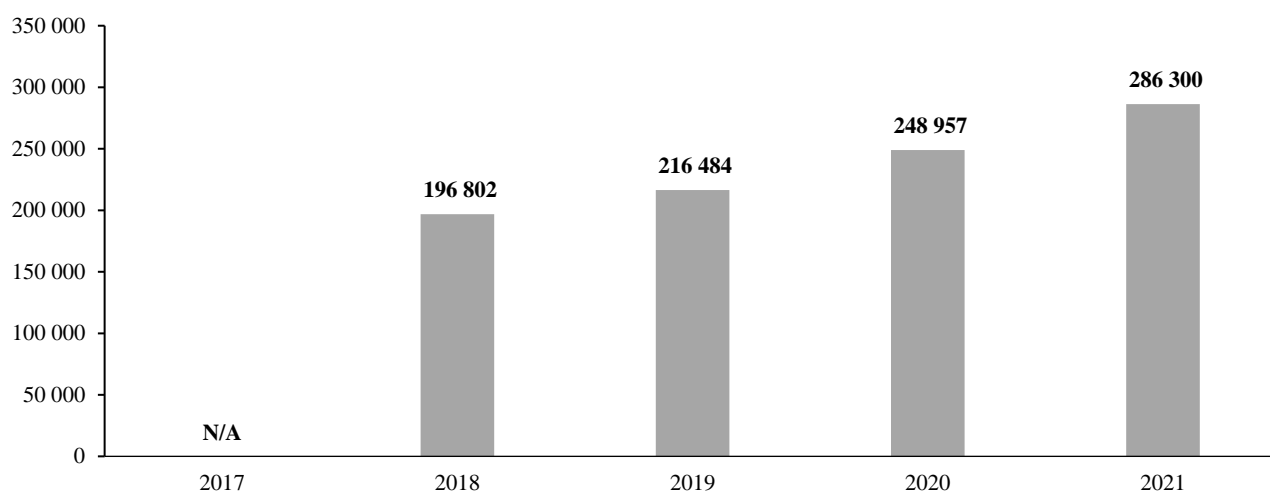
Planned results for 2021

Result 1: enhanced dissemination of information (result carried over from 2020)

2.44 The subprogramme will continue the work related to the dissemination of information on decolonization, in line with its mandate, and will promote engagement among the Territories, administering Powers, Member States and the public, leading to increased interest and participation in the relevant activities of the Special Committee, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.V

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



Abbreviation: N/A, not applicable.

Result 2: increased number of specialized agencies and international institutions associated with the United Nations providing information on the Non-Self-Governing Territories (new result)

2.45 In its annual resolution 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, the General Assembly requests the specialized agencies and other organizations of the United Nations system to intensify their engagement with the work of the Special Committee as an important element for the implementation of the Declaration and to provide information on the actions taken in support of the Territories. The Assembly also notes the need to keep under continuous review the activities of the specialized agencies and other organizations of the United Nations system in the implementation of relevant resolutions relating to decolonization. The information provided on such activities allows the Special Committee to be apprised of the economic and social situation in the Territories, which informs its deliberations and decisions.

2.46 The subprogramme delivered on decolonization issues as one United Nations, working with the Department for General Assembly and Conference Management and the Department of Global Communications, as well as specialized agencies, international institutions and regional organizations associated with the United Nations. The subprogramme supported regional seminars and visiting missions, providing substantive support to the Special Committee, and intensified efforts to collaborate with specialized agencies, international institutions and regional organizations to develop synergies and improve its capacity to gather information about the economic, social and environmental conditions in the Territories, including on the assistance provided to the Territories by specialized agencies and other relevant organizations.

Internal challenge and response

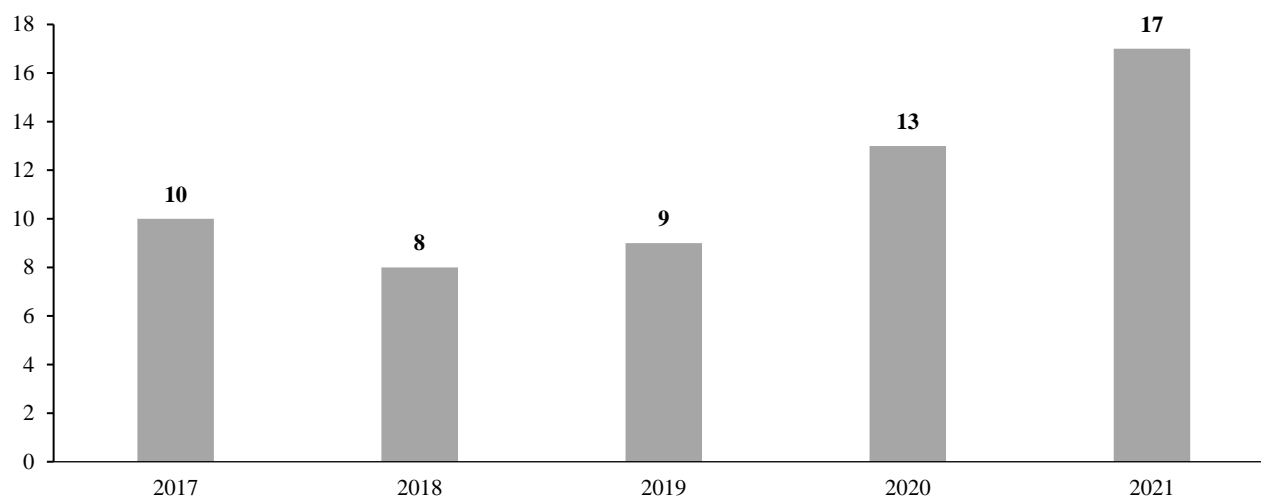
2.47 The challenge for the subprogramme was to obtain updated and timely information that was relevant to the Territories from a multitude of actors, including specialized agencies, international institutions and regional organizations, located in different parts of the world. In response, the subprogramme will make further efforts to develop synergies with relevant specialized agencies, international institutions and regional organizations to develop a common understanding of the information required, as well as the submission thereof.

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

2.48 This work is expected to contribute to the advancement of the decolonization process of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism, which would be demonstrated by an increase in the number of specialized agencies and international institutions associated with the United Nations providing information on the Territories, thereby enhancing the information provided to the Special Committee to form the basis of its decision-making, in the form of recommendations to the General Assembly, including determining the action of undertaking a visiting mission to one of the Territories as appropriate.

Figure 2.VI

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



Legislative mandates

2.49 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	74/99	Question of Anguilla
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 e of the Charter	74/100	Question of Bermuda
		74/101	Question of the British Virgin Islands
		74/102	Question of the Cayman Islands
74/93	Information from Non-Self-Governing Territories transmitted under Article 73 e of the Charter of the United Nations	74/103	Question of French Polynesia
		74/104	Question of Guam
74/94	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	74/105	Question of Montserrat
		74/106	Question of New Caledonia
		74/107	Question of Pitcairn
74/95	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	74/108	Question of Saint Helena
		74/109	Question of Tokelau
		74/110	Question of the Turks and Caicos Islands
74/96	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	74/111	Question of the United States Virgin Islands
		74/112	Dissemination of information on decolonization
74/97	Question of Western Sahara	74/113	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
74/98	Question of American Samoa		

Economic and Social Council resolutions

2019/27	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
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Deliverables

2.50 Table 2.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.7

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	22	23	22
1. Reports of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations	1	1	1	1
2. Reports of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	1	1	1	1
3. Reports of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
4. Report prepared by the Rapporteur of the Special Committee on Puerto Rico	1	1	1	1
5. Report of the Secretary-General on the Third International Decade for the Eradication of Colonialism pursuant to General Assembly resolution 65/119	–	–	1	–
6. Working papers on the Non-Self-Governing Territories, namely, American Samoa, Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), ^a 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
Substantive services for meetings (number of three-hour meetings)	63	46	63	63
8. Plenary meeting of the General Assembly	1	1	1	1
9. Formal meetings of the Fourth Committee	8	8	8	8
10. Plenary meetings of the Special Committee	20	12	20	20
11. Regional seminars for the Caribbean and Pacific regions	6	5	6	6
12. Meetings of the Bureau of the Special Committee	20	10	20	20
13. Meetings of the Bureau of the Special Committee with the Secretary-General	1	1	1	1
14. Informal consultations of the Special Committee	5	8	5	5
15. Meetings of the Economic and Social Council	2	1	2	2
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions: visiting missions to the Non-Self-Governing Territories pursuant to General Assembly resolution 74/113 .				
D. Communication deliverables				
Digital platforms and multimedia content: maintenance of the United Nations decolonization website.				

^a 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

2.51 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

2.52 To contribute to 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, 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, which are expected to result in the 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. Furthermore, the subprogramme will liaise and cooperate with civil society and parliamentarians, which is expected to result in the mobilization of international solidarity and support for the Palestinian people. The subprogramme will also develop and expand the website on the question of Palestine and the documents collection of the United Nations Information System on the Question of Palestine, which is expected to result in Member States, the media and the public being better informed about the work of the Committee to promote the realization of the inalienable rights of the Palestinian people. Lastly, the subprogramme will, in its implementation of the Committee's capacity-building activities, prioritize training in strategic communications and diplomatic protocol, which is expected to result in stronger institutional capacity of the Government of the State of Palestine in these strategic areas to contribute to the realization of the legitimate rights of the Palestinian people. Past results in these areas include Committee visits to specific Member States; participation in international conferences of Israeli and Palestinian representatives who would otherwise not meet, including diverse debates featuring a broad range of views; and new formats for the Committee's reporting and communications, such as a restructured and refocused annual report to the General Assembly and a quarterly newsletter on the Committee's activities.

Planned results for 2021

Result 1: enhanced strategic communications capacity of the Palestinian Government (result carried over from 2020)

2.53 The subprogramme will continue the work related to capacity-building for Palestinian officials, in line with its mandate, and will assist the Palestinian Government in strengthening its communication with the international community and domestic constituencies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.8
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of training on strategic communications and international conventions by the subprogramme	Officials participate in training organized by the subprogramme	Additional number of Palestinian Government staff who, following the training, will go on to work in fields related to strategic communications	Evaluation of the effectiveness of the training and a training-of-trainers programme on strategic communications to ensure sustainability and continuity

Abbreviation: N/A, not applicable.

Result 2: Enhancing the Committee's social media presence (new result)

2.54 Since 2010, the subprogramme has managed the Committee's social media accounts, including Twitter, Facebook and YouTube. The accounts have since garnered a steady following: the Committee's Twitter account currently has over 16,700 followers, while its Facebook page has over 8,000 followers.

2.55 Pursuant to the mandate of the Committee, the purpose of the social media channels is to raise public awareness of issues related to the question of Palestine and of the work carried out in this regard by the United Nations system and the Committee in particular. There are no comparable United Nations channels solely dedicated to this purpose. The Bureau of the Committee has requested the subprogramme to reinvigorate its social media outreach.

Internal challenge and response

2.56 The challenge for the subprogramme was to increase the following of the Committee's social media channels, which has been relatively static, with a view to better informing the public of the work of the Committee to promote the realization of the inalienable rights of the Palestinian people. In response, in 2021, the subprogramme will further enhance the reach and impact of the social media accounts by conducting a social media campaign, reinvigorating its outreach methodologies, exploring additional social media platforms, and raising awareness of the Committee's social media accounts at conferences, by email and through engaging and building relationships with influencers on the topic of Palestine. It will strengthen its capacity to effectively achieve these goals by building the capacity of the social media focal points of the Division for Palestinian Rights through training.

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

2.57 This work is expected to contribute to 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, which would be demonstrated by an increase in the social media following of the Committee's social media accounts.

Table 2.9
Performance measure

2017	2018	2019	2020	2021
The Committee's social media accounts are active and well publicized, and the Committee's major activities are posted online	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	Social media campaign launched and implemented to enhance the impact of the Committee's presence online and refresh its messaging and narrative; implementation of new guidelines from 2019	Enhanced impact is achieved through the implementation of a reinvigorated communications strategy and the resulting strengthened engagement of the Committee with the general public

Legislative mandates

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

General Assembly resolutions

3376 (XXX)	Question of Palestine	64/17	Division for Palestinian Rights of the Secretariat
32/40 B	Question of Palestine		
34/65 D	Question of Palestine	74/10	Committee on the Exercise of the Inalienable Rights of the Palestinian People
38/58 B	Question of Palestine	74/11	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	74/12	Division for Palestinian Rights of the Secretariat

Deliverables

2.59 Table 2.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.10
Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
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
Substantive services for meetings (number of three-hour meetings)	32	35	32	31
3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	7	8	7	6

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	8	8	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	18	16	16
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	45	35	45	35
7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy	30	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	15	5	15	5
Publications (number of publications)	4	5	4	4
9. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee	4	5	4	4
Technical materials (number of materials)	66	59	59	59
10. "NGO Action News" newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee	52	45	45	45
11. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine	12	12	12	12
12. 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
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions: fact-finding mission(s) to the State of Palestine.				
Databases and substantive digital materials: updating and maintenance of the Division's databases of experts and non-governmental organizations working on the question of Palestine and migration of both databases to a new platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters; briefings for United Nations officials, visitors, non-governmental organizations and others; and information-sharing, outreach efforts and participation in meetings of civil society.				
External and media relations: communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee's activities.				
Digital platforms and multimedia content: updating and maintenance of the website of the Division and the Committee and its social media accounts.				
Library services: updating and maintenance of the United Nations Information System on the Question of Palestine.				

Subprogramme 6 Peacebuilding Support Office

Objective

2.60 The objective, to which this subprogramme contributes, is to ensure the effective discharge by the Peacebuilding Commission of its responsibilities to bring attention to peacebuilding needs, convene key actors and propose peacebuilding strategies; to contribute to peacebuilding efforts owned and led by countries and regions and United Nations system-wide coherence on the ground through the Peacebuilding Fund; and to enhance policy coordination across the United Nations and build partnerships with international financial institutions in support of efforts to build and sustain peace.

Strategy

2.61 To contribute to ensuring the effective discharge by the Peacebuilding Commission of its responsibilities to bring attention to peacebuilding needs, convene key actors and propose peacebuilding strategies, the subprogramme will organize visits of the Chair of the Commission, provide technical and substantive advice for 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. This work is expected to result in deeper commitment, enhanced partnerships and greater coherence among the United Nations system, Member States and regional and international partners, including international financial institutions, in support of sustaining peace. Past results in this area include annual meetings of the Commission and the Peace and Security Council of the African Union, which helped to build a common understanding of a number of countries and regions under the consideration of the Commission. Past results also include briefings of the World Bank and the African Development Bank to the Commission and visits of the Commission to the World Bank and the African Development Bank, which led to closer coordination and resulted in inputs from the Commission to the World Bank strategy for fragility, conflict and violence.

2.62 To contribute to peacebuilding efforts owned and led by countries and regions and United Nations system-wide coherence on the ground, the subprogramme will provide, through the Peacebuilding Fund, an important financing instrument, which is expected to result in timely, catalytic and results-based peacebuilding programmes prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people. Past results in this area include the approval by the Peacebuilding Fund of investments worth \$191 million for activities in 34 countries in 2019, up from \$183 million in 2018, continuing along a trajectory of modest growth. In 2019, 30 per cent of the Fund's investments were in transition settings, totalling \$57.8 million. New cross-border investments, amounting to \$7.8 million, were also approved. The Fund approved a record amount of \$40.1 million to United Nations entities and civil society organizations through its annual competitive call on the inclusion of women and young people, up from \$37.1 million in 2018.

2.63 To contribute to the enhancement of policy coordination across the United Nations and the building of partnerships with international financial institutions in support of efforts to build and sustain peace, the subprogramme will spearhead policy development related to peacebuilding and lead 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. This work is expected to result in greater coherence, better joint analysis and planning in the field and at Headquarters and enhanced policymaking and support at the Headquarters level in order to better address peacebuilding needs on the ground, with increased involvement of international financial institutions. Past results in this area include joint data collection and analysis, which have enabled the establishment of a platform for humanitarian, development and peacebuilding efforts and investments by international financial institutions in collective outcomes in several countries at risk of lapsing or relapsing into conflict and conflict-affected priority countries, such as Cameroon, Guinea Bissau, Pakistan, Somalia and Yemen.

Planned results for 2021

Result 1: more coherent and inclusive engagement to build and sustain peace (result carried over from 2020)

2.64 The subprogramme will continue the work related to peacebuilding and sustaining peace, in line with its mandate, and will 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, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.11

Performance measure

2017	2018	2019	2020	2021
N/A	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	Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, encompassing civil society organizations and other partners with the capacity to access remote areas, informed by joint analysis, strategy and coherent engagement; use of 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 leverage the entire spectrum of United Nations interventions in support of Member	Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, including in the context of the response to the coronavirus disease (COVID-19), encompassing regional organizations, international financial institutions and civil society organizations with the capacity to access remote areas, informed by joint analysis, strategy and coherent engagement; use of 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 leverage the entire

2017	2018	2019	2020	2021
			States seeking to build or sustain peace	spectrum of United Nations interventions in support of Member States seeking to build or sustain peace

Abbreviation: N/A, not applicable.

Result 2: continued attention to and resourcing for electoral and peacebuilding needs amid severe security and humanitarian challenges (new result)

2.65 In February 2019, a peace agreement was signed in the Central African Republic by the Government and 14 armed groups, supported by the African Union and the Economic Community of Central African States. The subprogramme provided speedy and catalytic support for the implementation of the peace agreement. By June 2019, the Peacebuilding Fund had begun to provide new funding for key projects in support of the peace agreement, in the areas of security sector reform, rule of law, governance and community violence reduction, as well as for cross-border work on transhumance and early recovery. The subprogramme also supported a mission of the Peacebuilding Commission, together with the Assistant Secretary-General for Africa (Department of Peace Operations) and the Assistant Secretary-General for Peacebuilding Support (Department of Political and Peacebuilding Affairs), to Bangui immediately after the signing of the peace agreement, to assist and guide the national Government in the first steps of the implementation of the peace agreement. Following the visit, the Commission convened several meetings throughout the year on the key peacebuilding priorities that were identified during the mission, namely, increasing international attention to and support for the 2020–2021 elections, 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. These 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.

Internal challenge and response

2.66 The challenge for the subprogramme was to deliver on its commitment to bring attention to and advocate the provision of resources for the presidential, legislative and local elections planned for 2020 and 2021, while serious security and humanitarian challenges, such as access issues, violence against peacekeepers and humanitarian workers, limitations on State authority and renewed fighting in certain areas captured international attention. The subsequent outbreak of the coronavirus disease (COVID-19) pandemic added to the risk of reduced electoral support from the international community, which could lead to delays in the electoral calendar and create a political power vacuum, damaging prospects for the successful implementation of the Political Agreement for Peace and Reconciliation, threatening security gains throughout the country and empowering spoilers of peace.

2.67 In response, the Peacebuilding Support Office focused on exploring how the Peacebuilding Commission could be used to support the timely preparation and organization of the 2020–2021 elections and to raise awareness of challenges, including mobilizing resources and understanding developments with respect to the implementation of the Political Agreement for Peace and Reconciliation. As a first

step, the Office supported and accompanied the Chair of the Central African Republic configuration of the Peacebuilding Commission on a visit to Bangui from 11 to 13 February 2020. The Electoral Affairs Division also accompanied the Chair during the visit. The Chair met with the President, the Prime Minister, the President of the Electoral Commission, the Minister of Territorial Administration, the President of the Constitutional Court, the Minister of Planning and representatives of the African Union, the World Bank, the European Union and the International Monetary Fund, as well as the high-level leadership of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations country team and several members of the diplomatic corps. Upon his return to New York, the Chair gave a briefing to the Security Council and the Peacebuilding Commission on his findings, generating momentum for international support for the elections. Following the COVID-19 outbreak, the Chair continued to advocate free, fair and successful elections in the Central African Republic, moving his advocacy efforts to virtual platforms. Building on these efforts, the subprogramme will continue to bring to the attention of the Peacebuilding Commission opportunities to support the timely preparation and organization of the elections in 2020 and 2021.

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

2.68 This work is expected to contribute to ensuring the effective discharge by the Peacebuilding Commission of its responsibilities to bring attention to peacebuilding needs, convene key actors and propose peacebuilding strategies, in this case centred on the presidential, legislative and local elections in the Central African Republic planned for 2020–2021, which would be demonstrated by the international community and Member States paying enhanced attention to and providing increased resources in support of national and international electoral efforts in the Central African Republic.

Table 2.12
Performance measure

2017	2018	2019	2020	2021
Enhanced international attention to and resources in support of the National Recovery and Peacebuilding Plan 2017–2021 of the Central African Republic	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 peacebuilding priorities of the Central African Republic and a timely 2020–2021 electoral process	Enhanced international attention to and resources in support of the successful conclusion by the Central African Republic of the 2020–2021 electoral process

Legislative mandates

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

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; 63/282	The Peacebuilding Fund		
70/262	Review of the United Nations peacebuilding architecture	72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace
72/199	Restructuring of the United Nations peace and security pillar		

Security Council resolutions

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

Deliverables

2.70 Table 2.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.13

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	3	2
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 the Secretary-General on peacebuilding and sustaining peace	–	1	1	–
Substantive services for meetings (number of three-hour meetings)	53	56	55	54
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, the Security Council and the Economic and Social Council	3	4	3	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	1	4	3
7. Induction training of new members of the Peacebuilding Commission	–	1	–	1
8. Regional training of prospective recipients, including ministries and other United Nations stakeholders, on the Peacebuilding Fund as a tool for peacebuilding	–	–	4	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: guidance and advice for 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 for 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 for members of the Peacebuilding Commission and Peacebuilding Fund donors and recipient Governments on peacebuilding and sustaining peace, gender-responsive peacebuilding and youth and peacebuilding; allocation of over \$200 million annually to peacebuilding projects from the Peacebuilding Fund; and policy support, advice and technical guidance on youth and peace and security to Member States, the United Nations system and other key stakeholders.

Fact-finding, monitoring and investigation missions: evaluations and evaluability assessments.

D. Communication deliverables

External and media relations: press statement of the Peacebuilding Commission; and 6 partner newsletters.

Digital platforms and multimedia content: management of the websites and social media platforms of the Peacebuilding Commission and the Peacebuilding Fund.

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

Objective

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

Strategy

2.72 To contribute to strengthened cooperation between the United Nations and the League of Arab States, 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 the two organizations. This work is expected to result in enhanced partnership and improved interaction between the United Nations and the League of Arab States in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding, as well as the development of a better understanding of the partnership opportunities and capacity-building needs of the League of Arab States and related plans for United Nations support. Past results in this area include the opening of the first United Nations liaison office to the League of Arab States, in Cairo in June 2019.

Planned results for 2021

Result 1: opening of the liaison office and enhancing engagement activities (result carried over from 2020)

2.73 The subprogramme will continue the work related to the cooperation between the United Nations and the League of Arab States, in line with its mandate, and will

deepen strategic dialogue, carry out joint analysis and forge common approaches to issues such as preventive diplomacy, conflict resolution, mediation and peacekeeping efforts in the Middle East and the Arab world, to strengthen the effectiveness of the cooperation between the United Nations and the League of Arab States, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.14
Performance measure

2017	2018	2019	2020	2021
N/A	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	Reaching of an agreement with the League of Arab States to deepen 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	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

Abbreviation: N/A, not applicable.

Result 2: enhanced peace and security cooperation (new result)

2.74 Enhanced peace and security cooperation between the United Nations and the League of Arab States is in line with the efforts of the United Nations to strengthen collaboration with regional and subregional organizations. The United Nations and the League of Arab States will continue to work together to address global and regional challenges by deepening strategic dialogue, conducting joint analysis and forging common approaches to issues such as preventive diplomacy, conflict resolution, peacemaking and mediation efforts in the Arab world.

2.75 The subprogramme will enhance cooperation, in accordance with the priorities of the two organizations, to develop collaborative activities in the form of meetings between the two organizations, consultations, training programmes, liaison, staff exchanges, joint programmes and missions.

Internal challenge and response

2.76 The challenge for the subprogramme was to quickly identify and establish contacts, understand internal structures to lay the groundwork for the formalization

of coordination mechanisms, which is a prerequisite for launching substantive analytical and cooperative work. In response, the subprogramme will invest in the mapping of key offices and ongoing cooperation to ensure consistency and avoid repetition.

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

2.77 This work is expected to contribute to strengthened cooperation between the United Nations and the League of Arab States, which would be demonstrated by the planning and implementation of a number of first initiatives in the areas of: deepening of strategic dialogue; conduct of joint analysis; building of capacity towards the objectives of early action on preventing violent conflict; support for national and regional capacities for facilitation and dialogue; and easy and rapid deployability of United Nations good offices.

Table 2.15
Performance measure

2017	2018	2019	2020	2021
N/A	<ul style="list-style-type: none"> • General Assembly establishes liaison presence • General cooperation meeting held 	<ul style="list-style-type: none"> • Opening and staffing of the United Nations liaison office to the League of Arab States 	<ul style="list-style-type: none"> • Reaching of an agreement with the League of Arab States on forward-looking priorities, including through terms of reference 	<ul style="list-style-type: none"> • Implementation of first initiatives in the areas of: deepening of strategic dialogue; conduct of joint analysis; building of capacity towards the objectives of early action on preventing violent conflict; support for national and regional capacities for facilitation and dialogue; and easy and rapid deployability of United Nations good offices

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolution

[73/267](#) Cooperation between the United Nations and the League of Arab States

Deliverables

2.79 Table 2.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.16

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	4	4
1. Technical cooperation projects on peace and security, including conflict prevention, mediation and peacebuilding	–	–	4	4
Seminars, workshops and training events (number of days)	2	2	5	5
2. Capacity-building event for the secretariat of the League of Arab States on peace and security	2	2	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: 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

2.80 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 continues to be guided by relevant General Assembly and Security Council resolutions relating to the Middle East peace process, including Assembly resolutions [48/213](#) and [49/88](#) and Council resolutions [1860 \(2009\)](#) and [2334 \(2016\)](#). The unresolved Israeli-Palestinian conflict adds to the turmoil 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 profound humanitarian consequences and engage the parties and the international community with a view to making political progress towards a two-State solution.

Objective

2.81 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

2.82 To contribute to the achievement of a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution, the subprogramme will: (a) engage with Israel, urging the Government to uphold its obligations under United Nations resolutions and international law, including ceasing settlement-related activities and ending the demolition and seizure of Palestinian-owned structures and evictions; (b) work with the Israeli authorities and advocate significant policy changes, including in Area C of the occupied West Bank, including by transferring greater civilian responsibilities to the Palestinian Authority in line with the Oslo Accords; (c) engage with both Israeli and Palestinian interlocutors to encourage them to update the economic relations between Israel and the Palestinian Authority established by the Paris Protocol; (d) engage with the Palestinian leadership to urge it to organize long-overdue legislative and presidential elections and provide it with electoral assistance; (e) in close cooperation with Egypt, support reconciliation efforts with the goal of reuniting Gaza and the West Bank under a single, legitimate and democratic Palestinian national authority; (f) work with political, religious and community leaders to prevent violence, incitement to violence and other provocative actions on the ground; (g) continue to enhance engagement with regional and international actors, including through the Middle East Quartet, on the broader peace efforts, including preserving the international consensus on the two-State solution. This work is expected to result in the advancement of meaningful negotiations aimed at resolving the Israeli-Palestinian conflict on the basis of the two-State solution. Past results in this area include positive dialogue between Israeli and Palestinian interlocutors on the potential updating of the economic relations between Israel and the Palestinian Authority; preventive diplomacy efforts aimed at averting another military escalation in Gaza; good offices to obtain Intra-Palestinian agreement to hold legislative and presidential elections across the Occupied Palestinian Territory and the use of technical electoral support by the Palestinian Central Elections Commission; and regular engagement by regional interlocutors, including Egypt and Jordan, in support of peace efforts.

2.83 To contribute to the improvement of the socioeconomic conditions of the Palestinian people, the Office will assist the Palestinian Authority in its State-building agenda by supporting institution-building and service delivery. The Office will lead the implementation of assistance programmes that respond to short-, medium- and long-term development needs in the West Bank and the Gaza Strip. The Office will also contribute to preventive diplomacy efforts in Gaza, including through the implementation of the package of urgent humanitarian and economic interventions endorsed by the Ad Hoc Liaison Committee for the Coordination of the International Assistance to Palestinians, and engage with relevant international and regional development institutions to coordinate fundraising and priority-setting. This work is expected to result in progress towards the prevention of armed conflict and the continued implementation of a comprehensive conflict prevention package. Past results in this area include the preservation of broad consensus on the way forward in Gaza, accompanied by the commitment of additional resources from international donors to support the package endorsed by the Ad Hoc Liaison Committee; and the increase in electricity supply and its impact on the humanitarian and economic situations, specifically through the more than doubling of the electricity supply to the Gaza Strip and the creation of 37,000 temporary jobs.

External factors for 2021

2.84 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) The two-State solution remains the only viable option, 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;
- (f) The political and security environment in Gaza allows for the implementation of humanitarian and development programmes;
- (g) There is positive progress towards Palestinian reconciliation and national unity;
- (h) 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).

2.85 The Office integrates a gender perspective in its political and operational activities, deliverables and results, as appropriate. For example, in the absence of a formal peace process, the Office will strive to engage more systemically with women's and youth groups in its outreach efforts to civil society, in order to support the integration of a gender perspective in peacebuilding efforts at the grassroots level and in support of the implementation of Security Council resolution [1325 \(2000\)](#).

2.86 With regard to cooperation with other entities, as the only Quartet envoy on the ground, the Special Coordinator represents the Secretary-General in the Quartet, promoting greater information-sharing and coordination within the international community. The Office will continue to promote Quartet engagement with the goal of re-establishing meaningful negotiations on final status issues, in line with relevant United Nations resolutions and bilateral agreements. In addition, the Office will remain an active participant in the Ad Hoc Liaison Committee for the Coordination of International Assistance to Palestinians and will continue to report to the Committee twice a year. Furthermore, the Office will continue to coordinate with other Committee members, including the International Monetary Fund, the World Bank and the Office of the Quartet, to ensure the efficacy of the Ad Hoc Liaison Committee forum in recommending tangible actions to both parties to bring about policy changes in line with the objectives of the programme.

2.87 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 Development Coordination Office and the Economic and Social Commission for Western Asia, to leverage available

expertise and identify opportunities for collaboration to respond to evolving development and humanitarian needs.

Planned results for 2021

Result 1: improving the situation in Gaza and advancing peace efforts (result carried over from 2020)

2.88 The Office will continue the work related to preventive diplomacy and coordination of humanitarian assistance in Gaza, in line with its mandate, and will assist in the identification and removal of political barriers to enable a two-State solution, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 2.17

Performance measure

2017	2018	2019	2020	2021
N/A	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; and return to the 2014 ceasefire arrangements between Israel and Gaza	Consistent power supply for more than 8 hours per day; and maintenance of the 2014 ceasefire arrangements between Israel and Gaza

Abbreviation: N/A, not applicable.

Result 2: establish an environment conducive to the return to negotiations to resolve the Israeli-Palestinian conflict (new result)

2.89 The Office has been working to respond to the humanitarian, economic and political crisis in the Gaza Strip, while ensuring the stability of the Palestinian Authority and the continuation of service delivery across the Occupied Palestinian Territory.

2.90 The Office will continue to carry out good offices on behalf of the Secretary-General, including through regular mediation efforts, to ease tensions between Israel and Gaza, prevent a broad escalation of conflict and return to the 2014 ceasefire arrangements. The Office will engage with the Palestinian Authority, Israel and key international partners to implement the package of urgent humanitarian and economic interventions for Gaza endorsed by the Ad Hoc Liaison Committee in September 2018, which includes a number of projects to alleviate the energy crisis and improve the economic situation in Gaza. Through its regular outreach and consultations with key interlocutors and its monthly briefings to the Security Council, the Office will continue its advocacy in support of reviving meaningful Palestinian-Israeli negotiations and preserving the international consensus on the need to resolve the

conflict on the basis of the two-State solution, relevant United Nations resolutions, international law and bilateral agreements. The Office will also work to support intra-Palestinian reconciliation. The Office will continue working to deliver its programmes throughout the Occupied Palestinian Territory, including the provision of technical assistance in the form of electoral expertise to the Palestinian Central Elections Commission. In addition, the Special Coordinator will continue to advocate, in his monthly briefings to the Security Council and other forums, that the continuing policy of settlement construction and expansion, the demolition and seizure of Palestinian-owned structures, continued violence, incitement and militant activity only impede efforts to achieve a negotiated solution to the conflict.

2.91 The Office will continue its de-escalation and mediation efforts in Gaza, including implementing the humanitarian and economic interventions endorsed by the Ad Hoc Liaison Committee, which are critical to alleviating the ongoing crisis and, ideally, progressing towards the goal of the full lifting of the Israeli closures on Gaza. In this context, the Office is uniquely positioned to engage with all key stakeholders (including the Palestinian Authority, Palestinian factions, Israel and Egypt) in order to advance these efforts. At its core, the crisis in Gaza is political in nature, and addressing the challenges there requires sustainable political solutions in conjunction with humanitarian and development interventions. The Special Coordinator will continue to advocate for all Palestinian factions to engage with Egypt on reconciliation and for Israel to significantly improve the movement and access of goods and people to and from Gaza as a step towards the full lifting of the closures in line with Security Council resolution [1860 \(2009\)](#). In the absence of a political process to end the occupation and resolve the Israeli-Palestinian conflict, the Office will also work, as outlined in the 2016 report of the Middle East Quartet, to create the conditions for the resumption of meaningful negotiations to resolve all final status issues. The Office's preventive diplomacy in Gaza, in addition to its advocacy and programme delivery throughout the Occupied Palestinian Territory, has been critical to maintaining overall security and stability in the Occupied Palestinian Territory while preserving the viability of the two-State solution.

Internal challenge and response

2.92 The challenge for the Office was to identify and engage with additional stakeholders that are engaged in programmes and projects that can support the Office's efforts to advance the peace process. In response, the Office will: (a) engage with a wider range of interlocutors, including civil society, through the Middle East Quartet and at the regional level, to urge Israeli and Palestinian leaders to take concrete steps to return to negotiations that will end the conflict and resolve all final status issues; (b) strengthen its advocacy in support of the launching of negotiations between the parties to resolve the conflict; and (c) increase the visibility of its activities.

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

2.93 This work is expected to contribute to the achievement of a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and the improvement of the socioeconomic conditions of the Palestinian people, which would be demonstrated by continued calm in Gaza and the prevention of armed conflict; the holding of Palestinian legislative and presidential elections; the reunification of Gaza and the West Bank; a consistent power supply for more than eight hours per day; and an unemployment rate in Gaza below 42 per cent.

Table 2.18
Performance measure

2017	2018	2019	2020	2021
N/A		<ul style="list-style-type: none"> • Another war prevented in Gaza 	<ul style="list-style-type: none"> • Calm is restored in Gaza • Preparations for the Palestinian elections 	<ul style="list-style-type: none"> • Continued calm in Gaza and the prevention of armed conflict • Palestinian legislative and presidential elections take place • Reunification of Gaza and the West Bank
	<ul style="list-style-type: none"> • 6.6 hours of power supply per day 	<ul style="list-style-type: none"> • 8 hours of power supply per day 	<ul style="list-style-type: none"> • Consistent power supply for more than 8 hours per day 	<ul style="list-style-type: none"> • Consistent power supply for more than 8 hours per day
	<ul style="list-style-type: none"> • Unemployment rate in Gaza at 52 per cent 	<ul style="list-style-type: none"> • Unemployment rate in Gaza at 46 per cent 	<ul style="list-style-type: none"> • Unemployment rate in Gaza below 45 per cent 	<ul style="list-style-type: none"> • Unemployment rate in Gaza below 42 per cent

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

48/213	Assistance to the Palestinian people	74/14	The Syrian Golan
49/88	Middle East peace process	74/90	The occupied Syrian Golan
74/11	Peaceful settlement of the question of Palestine	74/117	Assistance to the Palestinian people

Security Council resolutions

1860 (2009)	2334 (2016)
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Deliverables

2.95 Table 2.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.19

Office of the United Nations Special Coordinator for the Middle East Peace Process: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	2	1	2
1. Report of the Secretary-General on the implementation of Security Council resolution 2334 (2016)	–	2	1	2
Substantive services for meetings (number of three-hour meetings)	15	15	15	15
2. Monthly Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution 2334 (2016)	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. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	7	7
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
C. Substantive deliverables				
Good offices: visits to countries in the region to seek support for political initiatives.				
Consultation, advice and advocacy: meetings and 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; meetings 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: facilitating the exchange of information and developing partnerships with civil society organizations, academic institutions and non-governmental organizations and reaching out 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: press conferences; press releases and statements and regular and ad hoc contacts with the media.				
Digital platforms and multimedia content: social media coverage; and maintenance of the Office's website as a key platform for internal/external stakeholders to receive and disseminate information, serving both the interested public as well as the partners themselves.				

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

Overall orientation

Mandates and background

2.96 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](#).

2.97 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 269 communities, touching the lives of over 1.5 million Palestinians in the West Bank, and work is in progress in the remaining two communities. Over two terabytes of impartial and verified information documents the material losses sustained by Palestinian people. Once completed, the Register of Damage may serve as a catalyst in support of the Israeli-Palestinian peace process.

Objective

2.98 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

2.99 To contribute to the establishment and maintenance of 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, the Office will focus on the processing and review of the previously collected but not processed claims, of which there are almost 34,000. This backlog is expected to be gradually reduced. Past results in this area include the consistent achievement of the review of 4,000 claims annually despite the increasing complexity and volume of claims.

External factors for 2021

2.100 With regard to the external factors, the overall plan for 2021 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 in the Occupied Palestinian Territory.

2.101 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.

2.102 With regard to inter-agency coordination and liaison, the Office of the Register of Damage 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 of the Register of Damage benefits from close cooperation with the Department of Political and Peacebuilding Affairs and the Office for the Coordination of Humanitarian Affairs.

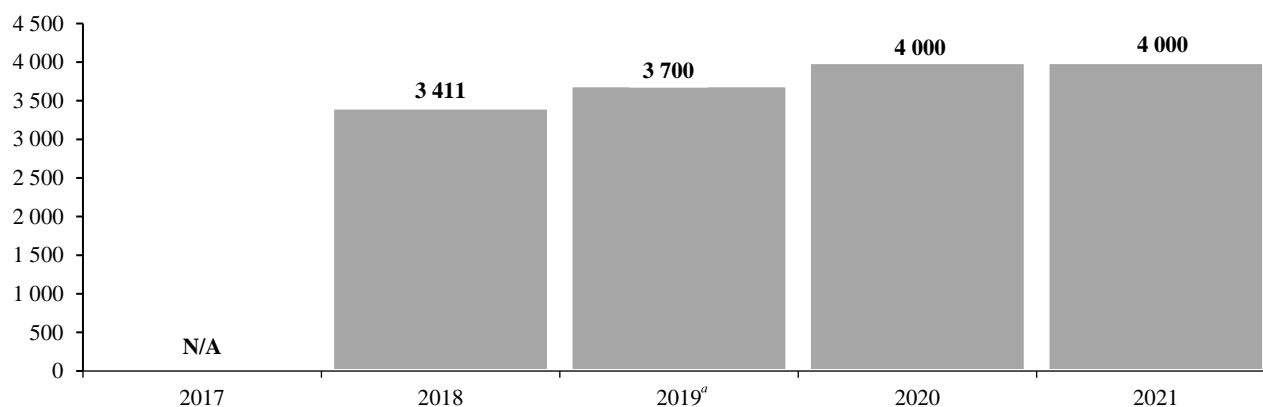
Planned results for 2021

Result 1: gradual reduction of the backlog of the unreviewed collected claims (result carried over from 2020)

2.103 The Office will continue the work related to the processing and review of claims, in line with its mandate, and will continue to work towards the gradual reduction of the backlog, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.VII

Performance measure: number of claims reviewed by the Board of the Register of Damage, 2017–2021



Abbreviation: N/A, not applicable.

^a The figure for 2019 reflects the estimated number of claims to be reviewed by the Board of Register as reflected in the proposed programme budget for 2020.

**Result 2: reduction of the backlog of the unreviewed collected claims
(new result)**

2.104 The Office has been working to reduce the backlog of collected but not reviewed claims. The year 2018 marked an important turning point in the work of the Office as, for the first time since its inception, more claims were processed at its headquarters than were collected in the Occupied Palestinian Territory. Since the outreach and claim intake activities in the Occupied Palestinian Territory are coming to their conclusion, the Office will focus on reducing the backlog of the almost 34,000 claims that have built up since its inception. It is expected that this trend will continue and that the backlog will be continuously reduced.

2.105 In line with General Assembly resolution [ES-10/17](#), the establishment of the Register of Damage is a continuous process and, given the continued construction of the wall, which may result in new damages, the Register will remain open for registration for the duration of the existence of the wall. In addition, the Office will continue with the collection of residual claims of individual claimants, as well as community and national claims. In order to maintain conditions conducive to the implementation of its mandate, the Office of the Register of Damage will continue to interact closely with the two main parties and solicit their support and cooperation. As in the past, the Office will act transparently while maintaining a low profile.

Internal challenge and response

2.106 The challenge for the Office since 2018 was achieving the projected target of 4,000 claims processed per year, owing to the increased complexity of claims as the Office shifted its focus more and more towards complicated community, national and employment claims, which require a lengthier review than for regular claims of individual claimants. In response, the Office will continue to channel existing capacities towards the processing of claims. For example, the Administrative Assistant, the Outreach Assistant, the Personal Assistant to the Executive Director and the Coordination Officer, in addition to performing their regular duties, regularly assist in the processing, translation, preliminary review and filing of claims and other duties. Lastly, the Office regularly employs interns who typically stay for four to six months. The interns, who are law students, undergo intensive training by Claims Officers and quickly begin to meaningfully and effectively contribute to the work of the Office. By applying such a strategy, the Office was able to reach and exceed its target of 4,000 reviewed and processed claims per year in 2019.

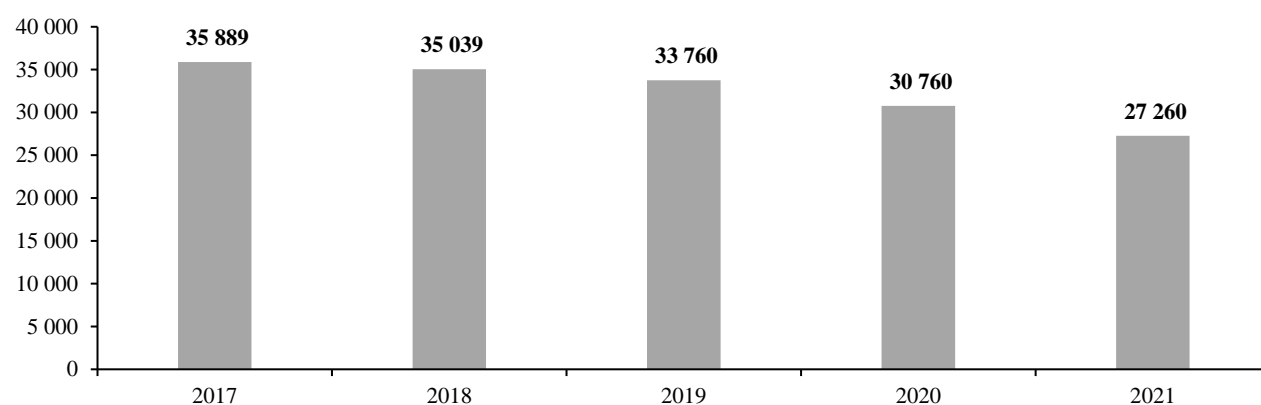
Expected progress towards the attainment of the objective, and performance measure

2.107 This work is expected to contribute to the establishment and maintenance of 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, which would be demonstrated by the gradual reduction of the backlog of collected and unprocessed claims.

Figure 2.VIII

Performance measure: Register of Damage backlog of unprocessed claims, 2017–2021

(Number of unprocessed claims)

**Legislative mandates**

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

General Assembly resolutions

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

Deliverables

2.109 Table 2.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.20

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
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
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	8	4	4
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	–	8	4	4
C. Substantive deliverables				
Databases and substantive digital materials: maintenance of a database and physical records of over 37,000 damage claims approved by the Board.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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

2.110 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, the United Nations planning team for AMISOM, as well as the support elements of the Joint Support and Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur.

2.111 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 \(2014\)](#) and [2320 \(2016\)](#), 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.

2.112 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.

2.113 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.

2.114 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. Through the partnership with the African Union in the area of peace and security, the Office coordinates its work with other United Nations actors, in particular through the Peace and Security Cluster of the Regional Coordination Mechanism for Africa, and liaises and coordinates with other clusters of the Mechanism. The Office also participates in the mechanisms in Addis Ababa that coordinate donors and other partners.

Objective

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

Strategy

2.116 To contribute to strengthening the United Nations-African Union partnership for peace and security in Africa, the Office will support the implementation of the five priorities of the African Peace and Security Architecture Roadmap 2016–2020, namely: conflict prevention; crisis/conflict management; post-conflict reconstruction and peacebuilding; strategic security issues; and coordination and partnership. As part of its strategic and operational plans, the Office will engage with the African Union at 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. In addition, the Office will support and facilitate engagements at the Member States level, including the annual joint consultative meeting of the Security Council and the African Union Peace and Security Council, and meetings of the Committees of Experts of the Security Council and the African Union Peace and Security Council. The Office will regularly engage the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives Council, 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 and regional mechanisms and the European Union, which is expected to result in the capacity of the African Union being enhanced and synergized collaboration. Past results in this area include the strengthened capacity of the African Union in providing operational support, through the undertaking of various initiatives

to build institutional capacities to prevent, manage and respond to conflicts affecting the continent, as well as to address root causes perpetuating conflicts.

2.117 The areas of focus for the Office are to strengthen strategic coherence throughout the conflict cycle in tandem with the African Union, regional economic communities and regional mechanisms; strengthen strategic coordination and partnership throughout the conflict cycle; increase operational synergies; and provide support in addressing ongoing conflicts in Africa. 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 strengthen the United Nations-African Union partnership by implementing the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, as agreed by the Secretary-General 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; and enhancing the partnership between the United Nations, the African Union, regional economic communities and regional mechanisms. These areas of focus are all implemented within the context of, and with a special focus on, international human rights law.

2.118 In addition, the Office will establish coordination mechanisms with United Nations entities and other key partners to ensure synergy and coherence in delivering assistance to the African Union. With regard to inter-agency coordination and liaison, the Office will engage with various clusters of the Regional Coordination Mechanism for Africa, and will co-chair the Peace and Security Cluster with the African Union Commission. Other clusters and subclusters include the Advocacy and Communications Cluster (chaired by the Office of the Special Adviser on Africa); the Governance Cluster (chaired by the United Nations Development Programme); the Democracy and Elections subcluster (co-chaired by the Office and the African Union Commission); and the Human Resources Development, Employment and HIV/AIDS Cluster (chaired by the United Nations Children's Fund). This work is expected to contribute to enhancing peace and security, and addressing root causes of conflicts on the continent.

2.119 The Office has established relationships with a variety of partners, including external partners and stakeholders, while providing technical and expert advice and support in the area of peace and security on the continent. Collaboration with all African entities takes into consideration the context of Agenda 2063 of the African Union and other African guidance documents. The Office established and maintains effective relationships, interaction and coordination with the African Union 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 African unity, integration and goals, the Office collaborates with the regional economic communities and regional mechanisms on a continual basis, while providing technical and expert advice.

2.120 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. This work

is expected to strengthen specific institutional capacities of the African Union Commission to prevent, manage and respond to conflicts.

External factors for 2021

2.121 With regard to the external factors, the overall plan for 2021 is based on the following planning 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 the area of 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;

(d) The continued impact of the coronavirus disease (COVID-19) pandemic on the African Union and partners may in turn impact the overall plan.

2.122 The Office integrates a gender perspective 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; enhance 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; conduct internal gender and conflict-analysis training; set up a gender focal point system; and develop a standardized gender mainstreaming manual for the African Union.

2.123 With regard to cooperation with other entities, in its support to the African Union, the Office will also collaborate with the regional economic communities and regional mechanisms, which is expected to result in greater capacity coordination and coherence between the United Nations, the African Union and regional economic communities in preventing and responding to conflict.

2.124 With regard to inter-agency coordination and liaison, the Office will establish and strengthen 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 further undertake inter-agency coordination and liaison, and engage with various clusters of the Regional Coordination Mechanism for Africa.

Evaluation activities

2.125 A self-evaluation on a specific theme is planned for 2021.

Planned results for 2021

Result 1: strengthening the African Peace and Security Architecture (result carried over from 2020)

2.126 The Office will continue to support the implementation of the rules and regulations for the governance of the Peace Fund, in line with its mandate, and will support the African Union in the establishment of the Secretariat of the Peace Fund,

which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 2.21

Performance measure

2017	2018	2019	2020	2021
N/A	Joint declaration signed, paving the way to the Peace Fund	Operationalization of modalities for the Peace Fund	Rules and regulations for the governance of the Peace Fund adopted	Fully operational governance architecture of the Peace Fund, in line with adopted rules and regulations

Abbreviation: N/A, not applicable.

Result 2: enhanced capacity of the African Union Mission in Somalia, leveraging a new coordination mechanism (new result)

2.127 Taking into consideration the engagement of the United Nations Office to the African Union with the African Union Commission during 2019, under the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the Office will continue to support the African Union Commission with enhancing its knowledge, skills and expertise in relevant aspects of peace support operations for current and future missions, through exchange and sharing of knowledge, best practices, experiences and lessons learned, and extending required guidance by formulation, implementation and development of programmes. The provision of relevant support and expertise will continue to be guided through the Office's prospective contributions towards enhancing effective partnership; identifying and formulating efficient guidance and support systems; and providing the most appropriate advice on capacity-building in relation to managing operational planning for peace and security efforts, aimed at productivity and attainment of efficiency.

2.128 The Office will continue to support the African Union Commission in monitoring, advising and managing ongoing peace support operations, including AMISOM, the Multinational Joint Task Force in the Lake Chad Basin and the Joint Force of the Group of Five for the Sahel, to ensure that the assigned mandate is understood and implemented as expected, and supported through available resources. In addition, the Office will continue to support the African Union support mission against Ebola in the Democratic Republic of the Congo to bridge gaps in the security and logistical requirements of the mission. The Office will also continue to support the operationalization of the African Union military observer mission in the Central African Republic in the coming years.

Internal challenge and response

2.129 The challenge for the Office was ensuring coordination and information-sharing between different United Nations entities. In response, the Office will put in place a new coordination mechanism.

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

2.130 This work is expected to contribute to strengthening the United Nations-African Union partnership for peace and security in Africa, which would be demonstrated by AMISOM assistance in ensuring successful elections in Somalia, which would leverage the new coordination mechanism.

Table 2.22

Performance measure

2017	2018	2019	2020	2021
AMISOM helped to build the capacity of the Somali National Security Forces to enable them to conduct joint operations with AMISOM	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, and further reduction of insurgencies in population centres	Effective AMISOM assistance towards successful elections in Somalia, leveraging the new coordination mechanism

Legislative mandates

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

General Assembly resolutions

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

Security Council resolutions

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

Deliverables

2.132 Table 2.23 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.23

United Nations Office to the African Union: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
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
Substantive services for meetings (number of three-hour meetings)	4	15	11	15
2. Annual joint consultative meeting of the Security Council and the African Union Peace and Security Council	1	2	2	2
3. Periodic coordination meetings of the Security Council and the African Union Peace and Security Council	–	10	6	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. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	57	29	58
7. United Nations-African Union training course on conflict analysis and mediation	5	5	5	5
8. Capacity-building event for the African Union Mediation Support Unit on current methods and trends in mediation	2	5	2	5
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	5	2	5
10. Media workshop on the Peace and Security Framework for press attaches and local/regional/international media practitioners	–	–	1	1
11. Capacity-building events for African Union peace support operations on military, police and civilian strategic support concepts	–	28	15	28
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	–	14	4	14
Technical materials (number of materials)	6	6	11	9
13. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations	–	–	5	3
14. Policies and guidance documents in support of the African-led peace support operations	4	4	4	4
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	2	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: information and advice, in collaboration with the African Union Commission, to the 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, to the African Union and/or regional economic communities and regional mechanisms in areas relating to the planning, management and sustainment of peace support operations; interaction with and advice to the African Union and/or regional economic communities and regional mechanisms on the concepts and guidance documents in relation to the African Standby Force; support to the African Union Commission in the promotion of common training standards for the African Union and the regional economic communities, including advice on best practices and lessons learned; regular meetings of the African Union Partners Group to develop a strategy for multidimensional support by the partners for African Union initiatives; annual meeting of desk officers of the United Nations Secretariat, the African Union Commission and the regional economic communities; biannual meetings of the United Nations-African Union Joint Task Force on Peace and Security; joint United Nations-African Union meeting/conference to review and monitor progress on the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security; participation in two African Union Summits by the Secretary-General/Deputy Secretary-General, as well as the Special Representative of the Secretary-General to the African Union and Head of the United Nations Office to the African Union to engage with African Union member States and articulate United Nations positions in the context of the Joint Framework; participation, 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; periodic meetings of the United Nations-African Union horizon scanning teams on country and regional early warning contexts; support for African Union civilian and force generation processes to ensure effectiveness in the implementation of the mandate of the peace support operations of the African Union and the regional economic communities and regional mechanisms; and meetings of the Open-ended Group of Friends of the United Nations-African Union partnership, focusing on increased understanding, advocacy and support by the African Union Commission and member States for the 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.

Databases and substantive digital materials: coordination and management of the databases of the African Union Democracy and Electoral Assistance Unit.

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, including bulletins, flyers, roll-up banners, infographic documents and videos.

Digital platforms and multimedia content: maintenance of website and social media platforms; and publication of e-newsletter and curating of online photograph database showcasing United Nations-African Union partnership activities.

Office of Counter-Terrorism

Overall orientation

Mandates and background

2.133 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 of Counter-Terrorism.

2.134 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).

2.135 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.

Objective

2.136 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

2.137 To contribute to preventing and countering terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law, 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, and convene high-level regional conferences to follow up on the outcomes of the High-level conferences of Heads of Counter-Terrorism Agencies of Member States to prepare the first Global Congress of Victims of Terrorism 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. This work is expected to result in the promotion of multilateral cooperation and building of partnerships with Member States. Past results in these areas include the Office's partnership with Member States in organizing six successful high-level regional conferences on key thematic issues in Tajikistan, Mongolia, Kenya, Belarus, Hungary and the United Arab Emirates, and a leaders' dialogue on countering terrorist narratives, held in the margins of the high-level week of the seventy-fourth session of the General Assembly. The strong participation by Member States, as well as civil society organizations, in the regional

conferences provided impetus to the Secretary-General's prevention agenda and contributed to strengthening multilateral cooperation and support to Member States' collective efforts to prevent and counter terrorism. The conclusions from those regional conferences will inform the second United Nations High-level Conference of Heads of Counter-Terrorism Agencies of Member States, with the theme "Building institutional and social resilience to terrorism", to be held as part of the second Counter-Terrorism Week, as well as broader efforts to commemorate the seventy-fifth anniversary of the Organization.

2.138 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 requested by various Member States. Past results in these areas include the launch of the Compact in December 2018 and its operationalization throughout 2019. By March 2020, 43 entities had signed the Compact as member or observer, from an initial 38, making it one of the largest coordination frameworks across the three pillars of work of the Organization, namely, peace and security, sustainable development, and human rights and humanitarian affairs. The Compact Coordination Committee, chaired by the Under-Secretary-General for Counter-Terrorism, adopted its first joint programme of work and established eight revitalized working groups aligned with the four pillars of the Strategy. In March 2020, the Office launched the online Global Counter-Terrorism Coordination Platform to facilitate collaboration among Compact entities and provide Member States with a digital gateway to United Nations counter-terrorism work. The improved coordination within the United Nations system has increased joint implementation of projects, consistent with the mandate of each entity; enhanced design, development and implementation of capacity-building assistance, which has resulted in improved efficiency and coherence of support provided to Member States and international, regional and subregional organizations; strengthened engagement with civil society organizations, the private sector and other counter-terrorism actors; and enhanced multilateral cooperation in counter-terrorism through the sharing of information, experiences and good practices.

2.139 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 and Special Projects and Innovation Branch. The Office will also continue to support parliamentarians in their actions to prevent and counter terrorism and violent extremism conducive to terrorism with a "whole-of-society" approach. The Office will continue to facilitate the exchange of expertise between countries in the global South, whereby innovative and successful southern-generated policies and initiatives respond to the specific challenges faced by developing countries in tackling terrorism and the conditions conducive to its spread, which is expected to result in an effective response to requests by Member States for capacity-building assistance in implementing relevant General Assembly and Security Council resolutions. An integrated and inclusive approach will also result in enriched policy discourse and policy leadership, and more effective capacity-building assistance in preventing and countering terrorism and violent extremism conducive to terrorism. Past results in these areas include continued increase in capacity-building assistance to countries and regions most affected by terrorism. The Office implemented 45 projects across the four pillars of the Strategy,

which benefited 71 Member States. The Office also trained more than 2,500 people in 2019, through over 70 capacity-building workshops, which represents a 60 per cent increase in the number of individuals trained, compared to 2018. Through the Counter-Terrorism Centre (UNCCT), the Office continued to implement a global project to promote exchange of expertise between selected countries in Africa, Asia, the Middle East, Latin America and the Caribbean and to enhance capacities for designing and implementing related policies and mechanisms. Furthermore, through the Counter-Terrorism Centre, the Office developed a programme to facilitate the mainstreaming of South-South cooperation in the activities and policies of the Office and Compact entities.

2.140 To contribute to preventing and countering terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law, 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 Global Counter-Terrorism Strategy. The enhanced capacity-building support and technical assistance to requesting Member States is expected to result in better integration of human rights norms and standards in all measures taken in the context of preventing and countering terrorism and violent extremism conducive to terrorism. Past results in these areas include the delivery of human rights training to senior and middle-level law enforcement and security officials in six Member States in the West Africa and the Sahel, Middle East and North Africa regions; development of a trainer's guide for border officials on applying human rights-based and gender-responsive approaches in border security and management; and development of a handbook that offers practical guidance to Member States on ensuring a child rights-based approach in the treatment of children affected by the foreign terrorist fighter phenomenon.

External factors for 2021

2.141 With regard to the external factors, the overall plan for 2021 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.

2.142 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office is developing a gender policy and a gender programme on preventing and countering terrorism and violent extremism conducive to terrorism, which will result in the development of measures undertaken in these areas that are grounded in sound gender analysis, and will ensure that the policy, programme and operational functions of the Office are gender responsive.

2.143 With regard to cooperation with other entities, the Office cooperates with 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, at the regional level.

2.144 With regard to inter-agency coordination and liaison, the Office leads the United Nations Global Counter-Terrorism Coordination Compact, which, as of March 2020, includes 43 member or observer entities from an initial 38, making it one of the largest coordination frameworks across the three pillars of work of the Organization. The Compact comprises working groups specialized in priority areas relating to preventing and countering terrorism and violent extremism conducive to terrorism. The Office also implements its inter-agency coordination through memorandums of understanding and programmatic agreements with other United Nations entities. This role contributes to strengthening the achievement of results and impact, and 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 deliver more coherent and expert capacity-building activities, including in the field, in close coordination with the resident coordinator system.

Evaluation activities

2.145 The Office initiated the following evaluations in 2019, which will be completed in 2020:

- (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).

2.146 The findings of the aforementioned self-evaluation have been taken into account for the programme plan for 2021, whereas the outcomes of the ongoing external evaluation are expected to have an impact on the preparation of a new United Nations Counter-Terrorism Centre multi-year strategic programme framework. Through these evaluations, information will be generated to measure, assess and analyse progress towards achieving the outcomes and performance indicators as set out in the workplan and results framework of the Office. Through the timely incorporation of recommendations and lessons learned into decision-making processes, the evaluations will contribute to improving the programming of the Office's projects and make them more efficient and effective.

2.147 The following evaluations are planned for 2021:

- (a) Self-evaluation of the results of, and impact to, Member States of capacity-building assistance and support by the Office;
- (b) Evaluation of selected reports of Compact entities on preventing and countering terrorism and violent extremism conducive to terrorism.

Planned results for 2021

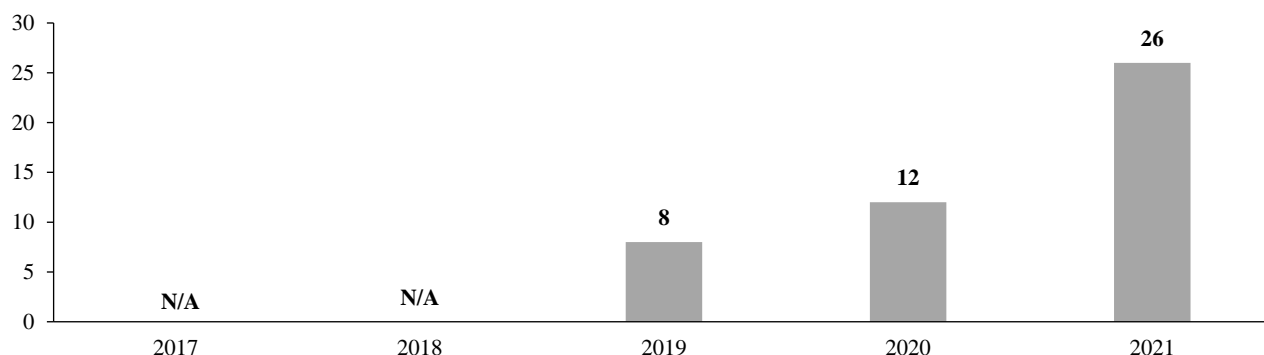
Result 1: keeping terrorists from the skies (result carried over from 2020)

2.148 The Office will continue the work to prevent and counter terrorism by supporting Member States in countering the travel of terrorists, in line with its mandate, and will assist countries in building their capacity to identify, monitor and

investigate terrorism suspects and their movement across borders, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 2.IX

Performance measure: number of Member States establishing passenger information units, 2017–2021



Abbreviation: N/A, not applicable.

Result 2: detection and countering of terrorists' travel through the use of travel data (new result)

2.149 In its resolution [2396 \(2017\)](#), the Security Council decided that Member States should develop capabilities to collect, process and analyse advance passenger information and passenger name record data in order to identify and detect the travel movements of foreign terrorist fighters; enhance information exchange; and better utilize international databases, such as those maintained by INTERPOL, containing information regarding known and suspected terrorists. However, less than 20 per cent of Member States are collecting and analysing this data owing to the challenges of amending legislation, building expertise, connecting to airlines and acquiring the required technical software.

2.150 The Office officially launched the United Nations Countering Terrorist Travel Programme in May 2019 to assist Member States in building capacity to detect, track and counter travel movements of suspected terrorists and serious criminals by using passenger data from air and maritime carriers; improve the use of existing databases of known and suspected terrorists and criminals; and enhance international information exchange, while respecting international human rights and fundamental freedoms.

2.151 Progress in 2019 included official confirmation of participation by 34 Member States; development of implementation road maps for four countries; launch of the implementation phase in three countries; and agreements signed with each of the Programme's implementing partners.

Internal challenge and response

2.152 The challenge for the Office was to develop a capacity-building programme in response to requests from Member States in four key areas of work: the development or enhancement of national legislative and regulatory frameworks on the use and protection of personal data, as well as the right to privacy; the complexity in creating

and training an effective and secure unit to receive and analyse passenger data for law enforcement purposes; the challenge of engaging multiple airlines and maritime organizations using a variety of systems to collect millions of passenger name records per year; and the procurement, installation and maintenance of a technical solution for analysing this data. Such a comprehensive support package requires an all-of-United Nations approach to build Member States' capacities across these four areas of work.

2.153 In response, the Office's programme management team will lead and coordinate the implementation of the Programme in collaboration with the Counter-Terrorism Committee Executive Directorate, the United Nations Office on Drugs and Crime (UNODC), the Office of Information and Communications Technology, the International Civil Aviation Organization (ICAO) and INTERPOL.

2.154 The Office designed the Countering Terrorist Travel Programme for Member States to submit a formal request for assistance and fact-finding activities, such as in-depth assessments of the current status of implementation, as coordinated by the Counter-Terrorism Committee Executive Directorate. The Office and its partners will continue to provide support across the four areas of work, by utilizing their unique expertise and mandates to address the attendant challenges. Area I is coordinated in collaboration with the UNODC Terrorism Prevention Branch and focuses on amending and drafting national laws in line with international standards and good practices in relation to collection of passenger data from the private transport industry. The Office, UNODC Airport Communication Project (AIRCOP) and INTERPOL will continue to support States in relation to area II to establish and operationalize a passenger information unit, including extensive training and design and implementation of all standard operating procedures that can receive and analyse passenger data. With regard to area III, ICAO and the Office will continue to support States in engaging and connecting with airline and maritime carriers for the purpose of collecting passenger data. For area IV, the Office of Information and Communications Technology will continue to provide the goTravel software free of charge to Member States so that they could analyse the data, and will assist with its installation, integration, as well as maintenance and support, upon request.

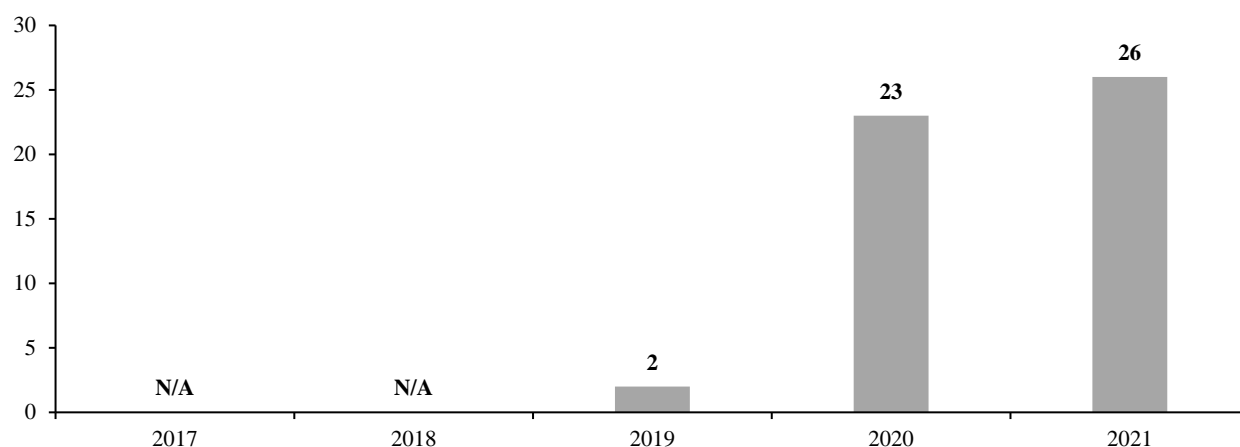
2.155 Going forward, the Office of Counter-Terrorism will complement these efforts by resuming work on aviation security, in consultation with other leading stakeholders, including ICAO, to better enable Member States, airports and air carriers to close existing vulnerabilities through improved and sustained screening measures. This work follows on from previous capacity-building efforts in Africa and is expected to expand to other regions of the world.

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

2.156 This work is expected 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, which would be demonstrated by Member States' implementation of the Countering Terrorist Travel Programme over a five-year period to detect, track and counter travel by suspected terrorists and serious criminals, using passenger data, watchlists and biometrics. In 2019, assessments were completed for three Member States and the implementation process began in one Member State. By the end of 2021, tangible progress is expected, which would be demonstrated by at least 26 Member States implementing the areas of support, namely amending legislation; establishing passenger information units; engaging with private partners, including carriers; and technical support for installing and using the goTravel software.

Figure 2.X

Performance measure: number of Member States implementing the Countering Terrorist Travel Programme, 2017–2021



Abbreviation: N/A, not applicable.

Legislative mandates

2.157 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

2.158 Table 2.24 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 2.24

United Nations Office of Counter-Terrorism: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	5	4	3
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 ISIL (Da'esh)	–	2	2	2
3. Report of the Secretary-General on a world against violence and violent extremism	–	1	–	1
4. Report to the General Assembly on the International Day for Victims of Terrorism	–	1	–	–
5. Report to the General Assembly on progress by the United Nations system in supporting Member States in providing assistance to victims of terrorism	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	4	10	13	12
6. Meeting of the General Assembly on the biennial review of the United Nations Global Counter-Terrorism Strategy	–	–	1	–
7. Briefings on the United Nations Global Counter-Terrorism Coordination Compact to the General Assembly	4	4	4	4
8. Briefings to the Security Council	–	3	2	2
9. Briefings to the Counter-Terrorism Committee	–	3	2	2
10. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre	–	–	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	100	171	249	257
11. High-level conference on issues relating to counter-terrorism	–	6	2	2
12. Regional conferences on technical issues relating to counter-terrorism	–	12	4	12
13. Capacity-building training and workshops on technical thematic issues	100	153	243	243
Technical materials (number of materials)	–	7	5	5
14. Reports, handbooks and papers on lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy	–	7	5	5
C. Substantive deliverables				
Consultations, advice and advocacy: advocacy initiatives, including missions and other consultations with Member States on global, regional and national priorities and strategies.				
Databases and substantive digital materials: digital platforms for the network of counter-terrorism coordinators and the Network against Terrorism.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special commemorative events, promotional materials, brown bag meetings, side events, exhibitions.				
External and media relations: communiqués, press statements, press conferences and other engagement with media.				
Digital platforms and multimedia content: social media platforms, including the United Nations Office of Counter-Terrorism website, Twitter and other platforms and portals.				

Programme 3

Disarmament

Legislative mandates

General Assembly resolutions

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

Security Council resolutions

1325 (2000)	Women and peace and security	1977 (2011)	Non-proliferation of weapons of mass destruction
1540 (2004)	Non-proliferation of weapons of mass destruction	2055 (2012)	Non-proliferation of weapons of mass destruction
1673 (2006)	Non-proliferation of weapons of mass destruction	2117 (2013)	Small arms and light weapons
1810 (2008)	Non-proliferation of weapons of mass destruction	2118 (2013)	Elimination of the chemical weapons programme of the Syrian Arab Republic
1887 (2009)	Maintenance of international peace and security: nuclear non-proliferation and nuclear disarmament		

Programme of work

Subprogramme 1

Multilateral negotiations and deliberations on disarmament and arms limitation

Objective

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

Deliverables

3.2 Table 3.1 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	293	300	333	282
1. Documents, verbatim records and reports of the Conference on Disarmament	86	105	86	86
2. Report of the Secretary-General to the General Assembly on the United Nations Disarmament Fellowship, Training and Advisory Services Programme	–	–	1	–
3. Documents of the Group of Governmental Experts to consider the role of verification in advancing nuclear disarmament	12	5	–	–
4. Documents of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	–	2
5. Documents of the Fourth Review Conference (2019) and Meetings of States Parties (2020 and 2021) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	32	54	50	32
6. 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	17	18	30	80
7. 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	55	76	–
8. 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	45	47	60	62
9. Documents of the 2020 Review Conference and Meetings of the States Parties of the Convention on Cluster Munitions	25	16	30	20
Substantive services for meetings (number of three-hour meetings)	171	182	175	232
10. Consultations and meetings of the Conference on Disarmament	95	106	95	95
11. Meetings of the Group of Governmental Experts to consider the role of verification in advancing nuclear disarmament	10	10	–	–
12. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	–	22
13. Fourth Review Conference (2019) and Meetings of the States Parties (2020 and 2021) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	10	10
14. 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	10	8	8	44
15. 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	16	–
16. 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	24	28	36	55
17. Meetings of States Parties and 2020 Review Conference of the Convention on Cluster Munitions	6	6	10	6

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Conference and secretariat services for meetings (number of three-hour meetings)	171	182	175	232
18. Consultations and meetings of the Conference on Disarmament	95	106	95	95
19. Meetings of the Group of Governmental Experts to consider the role of verification in advancing nuclear disarmament	10	10	—	—
20. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	—	—	—	22
21. Fourth Review Conference (2019) and Meetings of the States Parties (2020 and 2021) to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	10	10
22. Meetings of States Parties to the Biological Weapons Convention	10	8	8	44
23. Meetings of Experts of the Biological Weapons Convention	16	14	16	—
24. 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	24	28	36	55
25. Meetings of States Parties and 2020 Review Conference of the Convention on Cluster Munitions	6	6	10	6
Documentation services for meetings (thousands of pages)	3 494	3 120	3 494	3 500
26. Editing of parliamentary documentation for all meetings serviced by the subprogramme	3 494	3 120	3 494	3 500
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	7	7	8
27. European Union Council decision 2017/2284 to provide support to States in the African, Asia-Pacific and Latin America and Caribbean regions to participate in the high-level fissile material cut-off treaty expert preparatory group consultative process	1	1	1	—
28. European Union Council decision 2019/97 in support of the Biological and Toxin Weapons Convention in the framework of the EU Strategy against Proliferation of Weapons of Mass Destruction	1	1	1	1
29. Voluntary contributions to projects in support of the Biological Weapons Convention	1	5	5	7
Seminars, workshops and training events (number of days)	70	70	70	70
30. United Nations Disarmament Fellowship, Training and Advisory Services Programme	70	70	70	70
Technical materials (number of materials)	1	1	1	1
31. Technical guides on submission of confidence-building measures and on national implementation of the Biological Weapons Convention	1	1	1	1

C. Substantive deliverables

Databases and substantive digital materials: 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.

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials: 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).				
Digital platforms and multimedia content: interactive webpages 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

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

Deliverables

3.4 Table 3.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	134	115	235	29
1. Reports of and notes by the Secretary-General to the General Assembly on nuclear and chemical weapons	9	11	9	9
2. Documents and working papers for the United Nations high-level international conference on nuclear disarmament	11	–	–	–
3. Reports and documents for the 2019 session of the Preparatory Committee for the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	71	74	–	–
4. Reports and documents for the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	–	3	205	–
5. Reports and documents of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	26	13	–	–
6. Reports and documents for the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	17	14	20	20
7. Reports and documents for the fourth Conference of Nuclear-Weapon-Free Zones and Mongolia	–	–	1	–

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	109	97	136	60
8. Meetings of the First Committee	25	18	25	25
9. Meetings of the Disarmament Commission	10	7	15	15
10. 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
11. High-level plenary meeting to commemorate and promote the International Day against Nuclear Tests	—	2	2	2
12. Meetings of the United Nations high-level international conference on nuclear disarmament	11	—	—	—
13. Pre-session consultations and meetings of the 2019 session of the Preparatory Committee for the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	22	29	—	—
14. Pre-session consultations and meetings of the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	—	—	76	—
15. Meetings of the Conference and the Bureau of the Conference on Facilitating the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty	5	2	—	2
16. Meetings of the fourth Conference of Nuclear-Weapon-Free Zones and Mongolia	—	—	2	—
17. Meetings of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	20	20	—	—
18. Meetings of the open-ended informal consultative meeting on further practical measures for the prevention of an arms race in outer space	4	4	—	—
19. Pre-session consultations and meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	10	13	14	14
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	18	31	30	24
20. Workshops to identify lessons learned from the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism	—	7	3	—
21. 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	15	17	20
22. Regional meetings and thematic seminars in preparation for the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	—	6	6	—
23. Workshop on outer space security	1	1	—	—
24. Seminar on fostering cooperation and enhancing consultation mechanisms among the existing nuclear-weapon-free zones	—	2	—	—
25. Intersessional meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and other Weapons of Mass Destruction	—	—	4	4
C. Substantive deliverables				
Good offices: outreach by the Secretary-General and the High Representative for Disarmament Affairs on the disarmament and non-proliferation of weapons of mass destruction.				
Consultation, advice and advocacy: 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.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials: production of ad hoc publications, convening of side events at relevant United Nations conferences and convening of ad hoc conferences.				
Digital platforms and multimedia content: websites and social media: updating of Office for Disarmament Affairs website related to weapons of mass destructions issues.				

Subprogramme 3 Conventional arms

Objective

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

Deliverables

3.6 Table 3.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	13	7
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	6	6	7	6
2. Report of the Secretary-General to the Security Council on small arms and light weapons	1	1	—	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	—
4. Report of groups of governmental experts	1	1	—	—
Substantive services for meetings (number of three-hour meetings)	55	55	69	39
5. Meetings of the First Committee	25	25	25	25
6. Meetings of the Group of Governmental Experts on the United Nations Register of Conventional Arms	30	30	—	10
7. Meetings of the Group of Governmental Experts on Ammunition	—	—	30	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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 of 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. Informal consultations among Member States further to the Eighth Biennial Meeting of States under the Programme of Action on Small Arms	–	–	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	–	–
10. Competency training and test on the International Ammunition Technical Guidelines	2	2	–	–
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to delegates on United Nations transparency instruments (Register of Conventional Arms and United Nations Report on Military Expenditures) and for the Eighth Biennial Meeting of States under the Programme of Action on Small Arms; meetings of the UN SaferGuard Technical Review Board.				
D. Communication deliverables				
Digital platforms and multimedia content: websites and social media; update and maintenance of integrated conventional arms information platforms and online reporting systems related to global reported arms trade, military expenditures, military confidence-building measures, implementation of the Programme of Action on Small Arms, and the SaferGuard programme on ammunition.				

Subprogramme 4 Information and outreach

Objective

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

Deliverables

3.8 Table 3.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.4
Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	32	27	40	17
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; and information and telecommunications in the context of international security	20	17	28	6

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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	12	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
Substantive services for meetings (number of three-hour meetings)	42	43	54	26
4. Meetings of the Advisory Board on Disarmament Matters	14	12	14	12
5. Meetings of the Open-ended Working Group in Developments in the Field of Information and Telecommunications in the Context of International Security	14	19	20	—
6. Meetings of the Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security	14	12	20	14
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	1	1	1	1
7. Training of teachers on disarmament and non-proliferation	1	1	1	1
Publications (number of publications)	8	9	8	8
8. Publications on disarmament, including the <i>United Nations Disarmament Yearbook</i> , occasional papers and other serialized and non-serialized publications	8	9	8	8
C. Substantive deliverables				
Databases and substantive digital materials: 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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.				
External and media relations: opinion pieces placed in international, national and thematic journals.				
Digital platforms and multimedia content: 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.				

Subprogramme 5

Regional disarmament

Objective

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

Deliverables

3.10 Table 3.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.5

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (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
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
2. Meetings of the First Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	25	19	25	25
3. Projects on effective small arms control, including physical security and stockpile management	15	10	15	15
4. Projects on the implementation of General Assembly resolution 65/69 on women, disarmament, non-proliferation and arms control	6	4	6	6
5. Projects on peace and disarmament education, including projects for young people, with an emphasis on the Sustainable Development Goals	4	5	4	4
Seminars, workshops and training events (number of days)	84	84	84	84
6. Seminars, workshops and training and capacity-building events on small arms and light weapons	50	50	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
Publications (number of publications)	2	2	2	2
9. Substantive publications and/or manuals on disarmament, non-proliferation and arms control	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with and advice provided to Member States, regional and subregional organizations and civil society organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletters and brochures.				
Digital platforms and multimedia content: update and maintenance of website and social media accounts.				

Programme 4

Peacekeeping operations

Department of Peace Operations

Overall orientation

Mandates and background

4.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandate further derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [72/262](#) C, and the annual comprehensive reviews of the whole question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also conceived taking into account Security Council mandates, in particular Council resolutions [1325 \(2000\)](#), [2250 \(2015\)](#), [2282 \(2016\)](#) and [2436 \(2018\)](#), as well as General Assembly resolutions [74/277](#), [60/180](#) and [70/262](#). The Department directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility in order to effectively implement their mandates, in accordance with the Charter and the basic principles of peacekeeping. Through its efforts to improve peacekeeping and adapt it to contemporary challenges, the Department will help conflict-affected countries on the path back to sustainable peace. As risks and uncertainties increase, the work of the Department is critical to ensure the continued relevance and effectiveness of United Nations peacekeeping, which remains a unique instrument for global peace and security.

Strategy and external factors for 2021

4.2 The strategy of the Department of Peace Operations remains guided by all relevant Security Council mandates. The areas of focus continue to be:

(a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, enabled by the integrated approach of the peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and reflect the Action for Peacekeeping priorities in reporting;

(b) To implement the women and peace and security agenda, including by developing a methodology for gender-responsive conflict analysis, preparing guidance on full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes;

(c) To strengthen the protection provided by peacekeeping operations, including by updating and disseminating the policy on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and actions of missions and conducting context-specific training on protection of civilians;

(d) To support the effective performance and accountability of peacekeeping through the development of the comprehensive performance assessment system to evaluate mission performance, the development of an integrated performance policy

framework and increased engagement with troop- and police-contributing countries on performance;

(e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Peacebuilding Support Office and the Department of Political and Peacebuilding Affairs, as well as other United Nations entities and external partners;

(f) To improve the safety and security of peacekeepers, including by implementing the action plan to improve the security of peacekeepers, taking forward the training plan and the introduction and use of technologies, which should be implemented with transparency and in consultation with Member States, as appropriate;

(g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the expansion of triangular partnership arrangements and the light coordination mechanism;

(h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy.

4.3 The Department will continue to review and refine the implementation of the reform of the peace and security pillar, including through the regional political operational structure, to deliver improved coordination on peace and security issues, in the development of cross-cutting regional strategies and in the transition and drawdown of peacekeeping operations, as mandated by the Security Council. The Department of Peace Operations will work closely with the Department of Political and Peacebuilding Affairs, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. It will continue to ensure the full operationalization of its joint structures with the Department of Political and Peacebuilding Affairs to ensure coherence across the peace and security pillar. The joint regional political-operational structure will continue to play a vital role through the integration and alignment of country-specific and regional analyses and strategies. The Department will also maintain strong coordination with the reformed management and development pillars.

4.4 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Availability of political support and adequate capabilities;

(b) Continued support by Member States for the advancement of the Action for Peacekeeping initiative;

(c) Continued support by peacekeeping partners and other entities.

4.5 The Department integrates a gender perspective in its operational activities, deliverables and results, notably through the implementation of the gender policy, and continues to track progress in peacekeeping on this agenda through its monitoring dashboard. It will work to implement gender equality and women and peace and security mandates across all peacekeeping functions to strengthen inclusivity and a protective environment that enable women's participation in peace process and political solutions. The Department will invest in initiatives leading to increased representation and participation of women in peace processes, improve coherence and coordination across United Nations entities and continue to strengthen partnerships with local women's organizations in complex contexts, such as in the Central African Republic, Mali and South Sudan, as set out in the commitments of the Action for Peacekeeping initiative.

4.6 With regard to cooperation with other entities, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to ensuring that the overall impact of international efforts in peacekeeping contexts is maximized. The Department will also maintain its strategic and operational partnerships with the African Union and other regional and subregional arrangements in Africa, as well as with the European Union, including where both United Nations and European Union missions are deployed, and triangular initiatives. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others. The Department will continue to reinforce its cooperation with the World Bank, through the United Nations-World Bank Working Group, in particular in contexts of transition for peacekeeping operations.

4.7 With regard to inter-agency coordination and liaison, the Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force and the Inter-Agency Coordination Group on Mine Action. Other cross-agency cooperation is undertaken through the global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations and the Peacebuilding Strategy Group.

4.8 The Department will continue to engage and interact with relevant troop- and police-contributing countries in accordance with given mandates.

Legislative mandates

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

General Assembly resolutions

49/37	Comprehensive review of the whole question of peace-keeping operations in all their aspects	70/262 72/199	Review of the peacebuilding architecture Restructuring of the United Nations peace and security pillar
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	72/304	Comprehensive review of the whole question of peace-keeping operations in all their aspects
65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations		

Security Council resolutions

1325 (2000)	Women, peace and security	2272 (2016)	Prevention and combating of sexual exploitation and abuse by peacekeepers
1894 (2009)	Protection of civilians in armed conflict	2282 (2016)	Review of United Nations peacebuilding architecture
2250 (2015)	Youth, peace and security	2436 (2018)	Peacekeeping performance

Deliverables

4.10 Table 4.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 4.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	46	46	45	45
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
4. Briefing to the formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Briefing to the formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Briefings to the Security Council on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	37	37	36	36
7. Briefings to the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials.				
External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues.				
Digital platforms and multimedia content: peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek.				

Programme of work

Subprogramme 1 Operations

Objective

4.11 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.

Strategy

4.12 To contribute to ensuring 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, the subprogramme will improve mission- and context-specific analysis and reporting on peacekeeping to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries. The subprogramme will ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences. The subprogramme will incorporate regional aspects in country- and mission-specific strategies, as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar. This is expected to result in improved information on peacekeeping operations available to the General Assembly, the Security Council and other relevant intergovernmental bodies, in improved planning for mandate delivery by peacekeeping operations, as well as for transitions, and in greater coherence and impact of United Nations engagement and support on peace and security matters to individual countries and their regions as a whole. Past results in these areas include improved reporting for the Security Council, with the greater use of infographics, more frequent updates to the Security Council under “any other business” and a steady increase in the use of notes to the Council on specific incidents and significant developments in peacekeeping operations, and the conduct of independent reviews and assessments. Progress has also been made in transition planning, building on the transitions from the United Nations Operation in Côte d’Ivoire and the United Nations Mission in Liberia in 2017 and 2018, respectively, to non-mission settings, and from the United Nations Mission for Justice Support in Haiti (MINUJUSTH) to the United Nations Integrated Office in Haiti (BINUH) in 2019. Lastly, progress has been made in emphasizing the regional approach, with the elaborations of regional strategies for the Sahel and the Horn of Africa, as well as the system’s decision to enhance and better coordinate the Organization’s efforts in support of trust-building and reconciliation in the Western Balkans, to which United Nations peace operations in the respective regions contributed.

Planned results for 2021

Result 1: United Nations Organization Stabilization Mission in the Democratic Republic of the Congo shifts its attention to protection in eastern Democratic Republic of the Congo and prepares for a gradual exit (result carried over from 2020)

4.13 The subprogramme will continue the work related to the provision of strategic and operational guidance to missions, including on the protection of civilians, in line with its mandate, and will assist missions in the stabilization of their area of operations, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 4.2
Performance measure

2017	2018	2019	2020	2021
N/A	5,416 confirmed human rights violations in conflict-affected areas	4,550 confirmed human rights violations in conflict-affected areas	4,000 confirmed human rights violations in conflict-affected areas	3,500 confirmed human rights violations in conflict-affected areas
	57 commanders of armed groups captured	65 commanders of armed groups captured	75 commanders of armed groups captured	82 commanders of armed groups captured
	287 perpetrators of human rights violations identified and held accountable	400 perpetrators of human rights violations identified and held accountable	500 perpetrators of human rights violations identified and held accountable	600 perpetrators of human rights violations identified and held accountable
				Number of complaints from citizens handled by the National Human Rights Commission: 300

Result 2: completing elections and preserving the integrity of the peace process in the Central African Republic (new result)

4.14 The subprogramme supports peacekeeping operations, including with regard to partnerships with regional organizations, and including by facilitating the establishment of follow-up mechanisms to political agreements.

4.15 For example, progress has been made in implementing the Political Agreement for Peace and Reconciliation in the Central African Republic of February 2019, with considerable efforts by the Government, including the establishment of its follow-up mechanisms, and with the support of the African Union and the Economic Community of Central African States. The subprogramme supported the peacekeeping operation – the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) – which facilitated this progress, marked by a significant decrease in the number of civilian fatalities and human rights violations linked to the conflict in 2019. It is essential to preserve the integrity and momentum of the peace process by avoiding a political vacuum in the Central African Republic. Accordingly, it will be critical to ensure that presidential and parliamentary elections are held on 27 December 2020. If necessary, the second round of presidential elections will take place on 14 February 2021, with a view to securing the swearing-in of the President-elect before the expiry of the constitutional term of the currently-serving President, in March 2021.

Internal challenge and response

4.16 The challenge for the subprogramme was maintaining adequate attention within the United Nations system on the upcoming electoral cycle in the Central African Republic and its importance for the advancement of the peace process there and for stability in the region. In response, the subprogramme will, first, optimize and strengthen innovative strategic partnerships within the United Nations system in

support of the peace process and MINUSCA, through strategic engagement with agencies, funds and programmes, the Peacebuilding Fund, as well as international financial institutions and other partners.

4.17 The subprogramme will also mobilize international support to the Government of the Central African Republic for the preparation and conduct of elections, including to secure timely and commensurate financial support for the organization and holding of elections.

4.18 The subprogramme will also nurture strong strategic partnerships towards the above goals, particularly with the African Union and the Economic Community of Central African States, and other multilateral and bilateral partners, including the European Union. It will also leverage the presence of other United Nations entities in the region, including the United Nations Office for Central Africa to mobilize regional support for the process and encourage adherence and respect of the electoral process by all the Central African Republic signatories of the peace agreement, in particular regarding the creation of an enabling political and security environment in the country.

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

4.19 This work is expected to contribute to ensuring 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 which would be demonstrated by regional organizations offering their support to the holding of the presidential, parliamentary and local elections in the Central African Republic within the constitutional time frame and electoral calendar.

Table 4.3

Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Signing by the Government of Peace Agreement with major armed groups Promulgation of the Electoral Code	Regional organization support the holding of parliamentary and first round of presidential elections on 27 December	Regional organizations participate in the peaceful resolution of any electoral disputes and swearing-in of President-elect Holding of local elections (date to be determined)

Legislative mandates

4.20 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

4.21 Table 4.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.4

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	123	104	119	94
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	42	41	40	36
2. Letters from the Secretary-General to the President of the Security Council	35	18	33	20
3. Oral briefings to the Security Council on peacekeeping issues	46	45	46	38
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	13	18	13
4. Workshops for heads of political components of peacekeeping operations	5	5	5	5
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	3	3	3
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	5	10	5
C. Substantive deliverables				
Consultation, advice and advocacy: Expert advice and information on relevant aspects of peacekeeping operations to troop- and police-contributing countries; consultations and structural arrangements with/among regional organizations to promote regional peacekeeping capacities expanded in context of specific operations; and expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

Subprogramme 2 Military

Objective

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

Strategy

4.23 To contribute to the maintenance of international peace and security through the effective performance of military components of peacekeeping operations, the subprogramme will provide briefings and analysis to the Department, the Secretariat and Member States on the military aspects of new or anticipated developments, crisis and security situations, which is expected to result in improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troops-contributing countries. The subprogramme will also strengthen partnerships with regional organizations to develop common standards of military operations in planning peacekeeping operations, generate and deploy appropriate military units,

conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in United Nations operations, which is expected to result in rapid deployment and the establishment of, or adjustments to, peacekeeping operations in response to Security Council mandates and related decisions. The subprogramme will train senior military leaders, develop task-related standards for military units and Headquarters, conduct performance evaluations, military capability studies and pre-deployment visits, and increase the participation of women in peacekeeping operations, which is expected to result in the deployment of better-tailored, better-equipped and more relevant military components to peacekeeping operations.

4.24 Past results in these areas include a steady reduction in the number of deaths and casualties of United Nations military peacekeepers (301 in 2017; 208 in 2018; and 113 in 2019), the deployment in 2019 of five military units from the Peacekeeping Capability Readiness System, and the deployment of seconded military personnel for the establishment of the United Nations Mission to support the Hodeidah Agreement. Furthermore, the conduct of military capability studies and strategic reviews have led to improvements in the mobility, robustness and capabilities of military units in missions, notably through updated concepts of operations and statements of unit requirements.

Planned results for 2021

Result 1: improved safety and security of peacekeepers through better training and equipping (result carried over from 2020)

4.25 The subprogramme will continue the work related to the security of peacekeepers, in line with its mandate, and will assist countries in increasing the preparedness of peacekeepers participating in United Nations missions, while reducing exposure to risks, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 4.5
Performance measure

2017	2018	2019	2020	2021
N/A	Selected staff officers participate in a single session, without guidance material	Staff officers participate in consultations on new guidance material for peacekeeping operations	Staff officers plan command-post exercises in their mission headquarters on their own on a regular basis	Increase in the number of training-of-trainer sessions to improve the internal capacity to plan command-post exercises in their mission headquarters, as well as sector headquarters, on their own on a regular basis

Result 2: added safety for peacekeepers through improved management of weapons and ammunition (new result)

4.26 Peacekeepers have deployed to increasingly complex and dangerous environments, which has led to greater risks of attacks and loss of weapons and ammunition. Any loss of weapons and ammunition may result in severe reduction of operational safety, security and other risks.

Internal challenge and response

4.27 The challenge of the subprogramme was the absence of guidance materials for military and police components on weapons and ammunition management, which would address the inconsistency in the storage, physical security, shelf-life and disposal of ammunition. The only available guidance material was the 2002 Department of Peacekeeping Operations guidelines on level of ammunition, which specified the quantities of ammunition to be deployed but did not include any reference to the storage conditions and logistical aspects of handling weapons and ammunition. Therefore, discrepancies were observed between the ammunition storage methods used by contingents in missions and national and international standards. In addition, the absence of a reporting mechanism made it difficult for the subprogramme to monitor the loss of weapons and ammunition. In order to address the challenges, in 2018, the subprogramme developed an online registration tool for the mission to report the loss of weapons and ammunition, and started to develop policy documents on weapons and ammunition management. In 2020, the subprogramme will finalize three guidance materials: (a) a weapons and ammunition policy; (b) standard operating procedures on the loss of weapons and ammunition; and (c) a manual on ammunition management. In response, the subprogramme will further develop specialized training materials on weapons and ammunition management and conduct a workshop for ammunition technical officers of mission force headquarters. The subprogramme will also ensure that all contingents deploy with ammunition technical officers, with the inclusion of this requirement in the statement of unit requirements for contingents in all missions. The guidance materials are aimed at improving the management of weapons and ammunition to be deployed in missions. The ammunition technical officers will be trained on United Nations procedures and required control systems. They will ensure that missions accurately report losses of weapons and ammunitions in the mission areas to Headquarters.

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

4.28 This work is expected to contribute to the maintenance of international peace and security through the effective performance of military components of peacekeeping operations, which would be demonstrated by better management of weapons and ammunition in missions, including standardized quantities, storage methods and controlled disposal, in order to improve the safety and security of peacekeepers, civilian and local communities, as well as through the use of specialized training materials and the training received by ammunition technical officers.

Table 4.6
Performance measure

2017	2018	2019	2020	2021
Absence of guidance materials on weapons and ammunition management in peacekeeping operations	Online registration tool established to report the loss of weapons and ammunition	Two guidance materials in use by peacekeeping operations (weapons and ammunition policy and standard operating procedures on the loss of weapons and ammunition)	Manual on ammunition management in use by peacekeeping operations	Specialized training materials in use by peacekeeping operations and ammunition technical officers receive training on new standards

Legislative mandates

4.29 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

4.30 Table 4.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.7
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	156	174	131	164
1. Training events with senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	48	41	48	48
2. Training events for command post exercise for the Force headquarters	5	13	5	13
3. Training events on the development, revision and implementation of new military policies and guidance materials	25	45	20	25
4. Training events on military gender issues for peacekeeping operations	30	20	10	25
5. Training events to improve situational awareness and strengthen 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	25	20	25
6. Training events on peacekeeping-intelligence/information gathering and analysis	28	30	28	24
7. Training events on management of weapons and ammunition	—	—	—	4
Technical materials (number of materials)	91	109	91	93
8. Strategic analysis reports on significant operational developments in peacekeeping operations and on evolving conflict areas	40	49	40	40

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
9. Strategic military plans for new or significantly adjusted peacekeeping operations	4	2	4	4
10. Updated threat assessments reports	13	20	13	13
11. Reports on operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	20	20	20
12. Monthly reports on the deployment of military forces, observers and headquarters staff with emphasis on actions to achieve gender balance	12	12	12	12
13. Policies, guidance materials and standard operating procedures related to the military components of peacekeeping operations	2	6	2	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings to troop-contributing countries and Military Staff Committee on all military aspects of peacekeeping operations; expert advice to Member States and 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 for a possible deployment to new and existing missions for up to 90 days.

Databases and substantive digital materials: (a) updated information on pledged units registered in the peacekeeping capability; (b) updated ammunition management and an online registration tool; (c) military unit operational performance reporting system; (d) military skill validation tool; and (e) Force and sector headquarters evaluation system.

Subprogramme 3 Rule of law and security institutions

Objective

4.31 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.

Strategy

4.32 To contribute to strengthening 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, the subprogramme will continue to provide advisory and operational support to peacekeeping operations, special political missions, and where otherwise authorized, or requested by the Member State, including by: (a) assisting host States in the reform, restructuring and development of their police and other law enforcement institutions, providing operational support and, in rare circumstances, assuming interim policing functions in line with the Strategic Guidance Framework for International Policing; (b) supporting nationally-led efforts to ensure accountability for crimes that fuel conflict, strengthening prison security and management and re-establishing the host-State's justice and corrections institutions and engaging in trust-building initiatives; (c) supporting the planning, design and evaluation of processes that remove weapons and individuals from armed groups, and reintegrate ex-combatants and elements associated with armed groups into society as civilians, identifying and formulating relevant lessons learned and guidance; (d) supporting the implementation of defence and security provisions in

peace agreements, coordinating international assistance mandates and assisting the design of national strategies aligned with the normative United Nations framework on security sector reform; (e) managing mine action programmes to mitigate explosive threats and training uniformed and civilian United Nations personnel in that regard; and (f) rapidly deploying specialist capacities in all the above-mentioned areas. This wide-ranging work is expected to result in more effective and accountable security and justice institutions in countries receiving assistance, as well as reduced threats posed by armed groups and explosive hazards, contributing to the prevention of conflict and sustained peace.

4.33 Past results in these areas include: (a) strengthened host-State police services and other law enforcement institutions in Côte d'Ivoire and Liberia, contributing to the successful exits of peacekeeping operations; (b) greater protection of local communities in the Central African Republic; (c) the prevention of environmental crimes in Cyprus; (d) the effective mainstreaming of security sector reform aspects in peace processes in the Central African Republic, Mali and South Sudan and the establishment of nationally-owned security sector reform policy frameworks in the Gambia and Burkina Faso; (e) the development of nationally-owned mechanisms for accountability for serious crimes in the Central African Republic, the Democratic Republic of the Congo and Mali, as well as improved prison security in peacekeeping contexts; (f) the reduction in community violence, made possible in part by updated guidance on disarmament, demobilization and reintegration processes; (g) the establishment of a repository of lessons learned worldwide, as well as planning backstopping for disarmament, demobilization and reintegration in Burkina Faso, the Central African Republic, Haiti, Mali and the Sudan; (h) the fall in the number of peacekeepers killed by improvised explosive devices in Mali, from 24 in 2016 to 8 in 2018 and 5 in 2019, due to the improved ability to detect such devices on the main supply routes; (i) in the Central African Republic, the Democratic Republic of the Congo and Mali, stronger national capacities to manage and store the security services' weapons and ammunition; and (j) in Iraq, enabling the safe return of displaced communities to areas retaken from the Islamic State of Iraq and the Levant.

Planned results for 2021

Result 1: comprehensive early warning and stronger conflict prevention capacities (result carried over from 2020)

4.34 The subprogramme will continue the work related to mainstreaming analyses and recommendations on rule-of-law and security institutions, armed groups and mine action in national and regional conflict prevention strategies and, in line with its mandate, will assist countries in enhancing early warning and conflict prevention strategies and capabilities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 4.8
Performance measure

2017	2018	2019	2020	2021
N/A	Ad hoc inclusion of analyses and recommendations relating to rule-of-law and security institutions and mine action in regional and country-specific prevention strategies	Establishment of arrangements to systematically include analyses relating to rule-of-law and security institutions and mine action in the monitoring of countries at risk of lapsing or relapsing into conflict and related recommendations in regional and country-specific prevention strategies	Systematic inclusion of analyses relating to rule-of-law and security institutions and mine action in the monitoring of countries at risk of lapsing or relapsing into conflict and related recommendations	Operationalization of analyses and recommendations relating to rule-of-law, security sector governance and/or mine action contained in regional and country-specific prevention strategies

Result 2: increased awareness by Member States of specialized conflict prevention support provided by the subprogramme (new result)

4.35 Research, as well as lessons learned from past and ongoing support from the Office of Rule of Law and Security Institutions, have shown that effective, accountable and inclusive rule-of-law and security institutions, are critical elements of conflict prevention. Therefore, efforts to build and/or strengthen such institutions should occur not only as part of peacekeeping efforts, but also to prevent conflict and, when necessary, to preserve peace. In recognition of this need, the subprogramme, following the reform of the peace and security pillar, serves as “system-wide service provider for a range of political and operational activities within the United Nations system and, as appropriate, in support of Member States, regional and subregional organizations and other entities”, thereby expanding the scope of its support beyond peacekeeping operations.

Internal challenge and response

4.36 The challenge for the subprogramme was that, in order to serve Member States efficiently, it needed to develop a new engagement framework vis-à-vis Governments as well as relevant United Nations partners. In response, the subprogramme will develop and operationalize an engagement framework for non-mission settings, where authorized, or requested by a Member State, that lays out available expertise and services, modalities of delivery, complementarity and coordination with all relevant United Nations partners with a view to providing coherent and integrated United Nations support to Member States.

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

4.37 This work is expected to contribute to strengthening the rule of law and security sector governance to support the maintenance of international peace and security where authorized, or requested by a Member State, which would be

demonstrated by two Member States receiving specialized assistance from the subprogramme as a result of the increased understanding by Member States of available services and modalities of assistance delivered by the subprogramme in post-conflict situations and where otherwise authorized, or requested by the Member State, and the increased availability of such assistance.

Table 4.9

Performance measure

2017	2018	2019	2020	2021
N/A	General Assembly requests that specialized support on rule-of-law and security institutions be provided to Member States beyond peacekeeping operations	Member States lack guidance on what support can be received from the subprogramme, and how to request it	Subprogramme's engagement framework is made available to Member States, with detailed guidance on possible support and delivery modality	At least two Member States receive specialized support from the subprogramme as a result of increased awareness of available services and modalities

Legislative mandates

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

General Assembly resolutions

[72/75](#) Assistance in mine action

Security Council resolutions

2151 (2014)	Security sector reform	2382 (2017)	Including policing as an integral part of the mandates of United Nations peacekeeping operation and special missions
2185 (2014)	Policing		
2365 (2017)	Mine action	2447 (2018)	Integration of United Nations support of police, justice and correctional sectors

Deliverables

4.39 Table 4.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.10

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	13	17	13	17
Briefings to Member States that are both mission/field- and police-specific	12	13	12	13
Briefing to Member States on mine action matters	1	4	1	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	33	22	24
Project on police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
Pre-deployment visits to Member States on police requirements and capacity and resource needs	5	5	5	5
Technical support for the development and management of programmes in support of justice and corrections systems, including on criminal accountability, anti-corruption and prison security	—	—	2	2
Assessment missions of mine action, demining, weapons and ammunition management and explosive device threat mitigation components in new or reconfigured field missions and/or in an emergency context to provide technical support and recommendations to field missions and Member States	3	4	3	3
Deployment of humanitarian mine action, demining, weapons and ammunition management and explosive device threat mitigation assets compliant with applicable international standards according to priorities established by the Inter-Agency Coordination Group on Mine Action to save lives and protect civilians	1	1	1	1
Provision of coordination support for explosive hazard and small arms light weapons risk education, and community liaison activities in all United Nations mine action programme to protect civilians	5	16	5	5
Donor-funded, multi-stakeholder projects to advance security sector reform policies and strategies	3	4	3	3
Technical support visits to support host States of special political missions and national authorities on disarmament, demobilization and reintegration and community violence reduction, in response to threats posed by armed groups	—	—	—	2
Seminars, workshops and training events (number of days)	138	137	139	139
Seminars for police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel, including United Nations police and formed police units and their equipment	47	47	47	47
Training for future heads of police components	5	6	6	6
Trainings/workshops for justice and corrections practitioners, including pre-deployment training for corrections officers	10	10	10	10
Meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to coordinate disarmament, demobilization and reintegration and/or community violence reduction approaches among United Nations and non-United Nations actors	4	4	4	4
Meetings of the Inter-Agency Security Sector Reform Task Force	6	6	6	6
Meeting with donors on national security sector reform programmes	6	6	6	6
Training courses on mine action-related matters to relevant civil society organizations operating in post-conflict environments to enable humanitarian assistance and protection of civilians	30	28	30	30

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Training courses and mentoring to build the capacity of national authorities and local partners in landmine and explosive remnants of war clearance; weapons and ammunition stockpile security, management and destruction; and improvised explosive devices threat mitigation	30	30	30	30
Publications (number of publications)	1	1	1	1
Annual multi-donor report on activities of the United Nations Mine Action Service	1	1	1	1
Technical materials (number of materials)	16	17	21	20
Policy guidance to national authorities on disarmament, demobilization and reintegration and/or community violence reduction	—	—	3	3
Technical materials on the implementation of disarmament, demobilization and reintegration and/or community violence reduction in special political mission and where otherwise authorized or requested by the Member State.	1	2	3	2
Strategic police capability studies, police operational plans, standard operating procedures and concepts of operations for police components of missions/the field	6	6	6	6
Policies, guidelines and manuals on policing for police-contributing countries, United Nations police and national authorities, based on the Strategic Guidance Framework for International Policing	4	4	4	4
Guidance and strategic support or lessons learned reports to strengthen assistance in justice and corrections areas	1	1	1	1
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
Technical materials for Member States, mine action programmes/field operations on issues related to mine action, demining, weapons and ammunition management and explosive device threat mitigation	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with and expert advice provided to Member States to strengthen the capacities of national police services and other law enforcement entities in peace operations and other contexts; consultation with Member States groupings, regional organizations and specialized institutions on policing; strategic consultations with 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 Member States to build the capacity of national authorities and local partners on landmine and explosive remnants of war clearance; weapons and ammunition stockpile security, management and destruction; improvised explosive device threat mitigation; expert advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultation 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: communication through social media accounts (e.g., Facebook, Twitter) to promote the work of the Office and raise awareness of significant events and milestones. United Nations Mine Action Service digital and social media content and reports on special events; update of United Nations police website, Twitter and Instagram accounts, including live streaming, audio and video content.				
E. Enabling deliverables				
Safety and security: implementation of the action plan to improve the security of United Nations peacekeepers; training on explosive threat mitigation to protect United Nations uniformed and civilian personnel.				

Subprogramme 4

Policy, evaluation and training

Objective

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

Strategy

4.41 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, the subprogramme will promote and facilitate policy development, evaluation, organizational learning and training on issues relating to peacekeeping, taking into consideration the views and recommendations provided by Member States on the Action for Peacekeeping initiative, launched by the Secretary-General in 2018. Reflecting 45 collective commitments of Member States and the Secretariat across eight themes, the Declaration now constitutes the core agenda for all the peacekeeping-related work of the Secretariat. The subprogramme will continue developing through its Evaluations Unit the Comprehensive Performance Assessment System and will proceed to its rollout to all peacekeeping missions by 2020 (excluding the African Union-United Nations Hybrid Operation in Darfur, which is already in drawdown) once the results of the pilot study have been reviewed. This is expected to result in improved assessment of the whole-of-mission performance and impact in delivering strategic objectives under the mission's mandate. The System provides senior leadership with data-based evidence to understand how the resources are utilized in their missions and if any reorientation of priorities is needed. Past results in these areas include improving planning and reporting in missions with increased focus on impact, assisting missions to adapt and identify work not linked to objectives, and adaptation of mission planning to support and monitor a new peace agreement. Missions have also started to use the System's results framework to revise results-based budgeting outputs and indicators with a greater focus on achieving and showing results. Improved coordination, joint analysis and data collation has also been reported in several missions. The subprogramme will also coordinate the development of an integrated performance policy framework, as requested by the Special Committee on Peacekeeping Operations and by Security Council in presidential statement [2018/4](#) and its resolution [2436 \(2018\)](#), and in doing so will continue to engage all relevant actors, such as troop-contributing countries, Member States and other departments within the Secretariat.

4.42 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, in addition, the subprogramme will provide institutional capacity to formulate, update and disseminate policies in specific thematic areas, such as protection of civilians, civil affairs and child protection, which will result in practical guidance for the missions' implementation of those mandates on the ground. The programme will also further strengthen knowledge-sharing and guidance development for peacekeeping operations, and coordinate the process to develop guidance for the peace and security pillar and also the Department of Operational Support, which is done in close cooperation with Department of Political and Peacebuilding Affairs and the Department of Operational Support, as well as support policy and best practices officers and focal points in field missions. The subprogramme will continue to improve systems and infrastructure for knowledge management such as the new Policy and Practice Database and Peacekeeping Resource Hub, increasing the quality and number of relevant documents available to the users in field missions led by either the Department of Peace Operations, the

Department of Political and Peacebuilding Affairs or the Department of Operational Support. This is expected to result in missions using increased specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions. Past results in these areas include the launch of the new Policy and Practice Database, with improved user-friendliness and searchability, and which is accessible from any device, anywhere; the publication of the revised Policy on the Protection of Civilians in United Nations Peacekeeping and of the first policy for United Nations field missions preventing and responding to conflict-related sexual violence; the launch of the local conflict analysis and planning tool in the Goma and Kindu field offices (United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)) and in Gao (United Nations Multidimensional Integrated Stabilization Mission in Mali), building on earlier successful experiences in Mitrovica (United Nations Interim Administration Mission in Kosovo) and Kalemie (MONUSCO).

4.43 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, the subprogramme will also continue providing support to uniformed personnel-contributing Member States through expanded partnerships with national and regional training institutions and partners for pre-deployment training delivery, train-the-trainer courses and the development and delivery of specialized training material. With regard to deployed personnel, both uniformed and civilian, the subprogramme will provide civilian pre-deployment training, mission leadership training for all components, including mission support and backstop missions, in the delivery of in-mission training in operational and support skills. This is expected to result in strengthened and sustained mission performance through better and more consistently trained uniformed and civilian leaders, contingents and individuals. Past results in these areas show an improvement in staff officer performance, as assessed by force Chiefs of Staff, from 60 per cent being fully effective in December 2016 to 80 per cent being fully effective in December 2018. In addition, an impact evaluation of the civilian pre-deployment training programme showed that 68 per cent of participants used the skills acquired in the course in their daily field mission work.

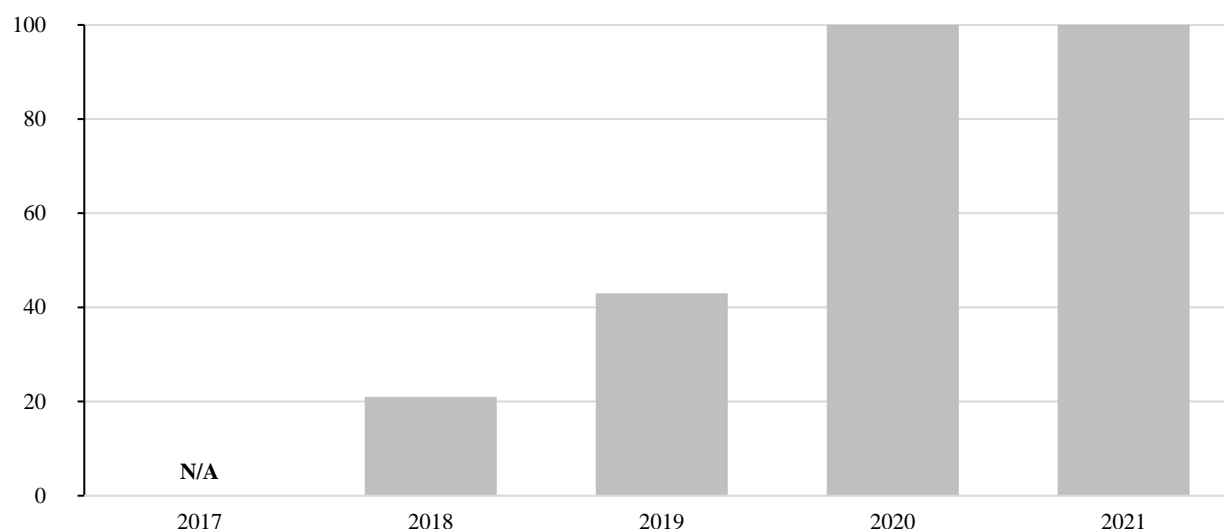
Planned results for 2021

Result 1: action for peacekeeping: building an evidence base across missions and mandate areas (result carried over from 2020)

4.44 The subprogramme will continue the work related to the evaluation of performance of peacekeeping missions, in line with its mandate, and will aim at strengthened effectiveness of missions, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Performance measure: increasing roll-out of the comprehensive performance assessment system among relevant missions (missions using the system, by year)

(Percentage)



Result 2: United Nations police personnel skills training adapted to contemporary requirements (new result)

4.45 Changes in the mandate and context of peacekeeping operations require a constant updating of skills of personnel, in particular uniformed components. The subprogramme is responsible for the continuous development of tailored training to adapt to the specific requirements of new contexts and mandate tasks.

Internal challenge and response

4.46 The challenge for the subprogramme was to overhaul current training based on an analysis conducted by the United Nations Police Division of the most common jobs in the police component, which revealed six skills required in order for United Nations police to undertake their mandated tasks in contemporary peacekeeping. In response, the subprogramme will develop six new job-specific training programmes and roll out to police-contributing countries as part of their pre-deployment training. The six new job-specific courses, based on the identified need to have a more people-centred approach and strengthened links to the particular context of the mission setting, are: community-oriented policing; intelligence-led policing; monitoring, mentoring and advising; capacity-building and development; protection of civilians/public order management; and crime intelligence. In addition, the foundational training programme for all United Nations police will be updated. Each course will be delivered in four regions of the world in both English and French, for a planned total of 28 courses in 2021 and 2022. The courses will be delivered as training-of-trainers courses to enable Member States to develop a pool of national trainers who can sustainably and reliably continue the delivery of the courses to national personnel resulting in enhanced performance and accountability of uniformed personnel in missions. Once the programmes are rolled out to police-contributing countries, recruitment for United Nations police functions will be linked to successful completion of the appropriate course and the foundational pre-deployment training. In addition to the job-specific training programmes, in accordance with General Assembly resolution [49/37](#), in which the Assembly recognized that the United Nations was responsible for the development of standards,

guidance and training materials and their provision to Member States, the subprogramme will also update the foundational pre-deployment training material for all police, last updated in 2009.

4.47 In addition, the subprogramme will continue to deliver specialized training material on the protection of civilians, child protection and countering conflict-related sexual violence, as well as mainstream key protection messages in pre-deployment training materials, taking into account the Action for Peacekeeping initiative and the aim of strengthening the protection provided by peacekeeping operations. In parallel, missions will also be requested to develop a protection training strategy.

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

4.48 This work is expected to contribute to the enhancement of the performance and effectiveness of peacekeeping operations, which would be demonstrated by the number of police personnel selected for service in United Nations police components who have successfully completed the pre-deployment training and the relevant job-specific training programme. These effects will be seen partially in 2021 as the programmes are rolled out and fully by 2022, when all United Nations police selected for deployment must have completed both the foundational pre-deployment training and the relevant job-specific training programme.

Table 4.11

Performance measure

2017	2018	2019	2020	2021
Missions provide feedback on the skills required for United Nations police	United Nations police training framework developed	Foundational United Nations police course developed	Specialist United Nations police courses developed and validated	Police-contributing Member States receive training to build self-sustaining national capacity and deliver pre-deployment training police personnel to deploy to United Nations operations

Legislative mandates

4.49 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

4.50 Table 4.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.12

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	38	38	38
Meetings of the Special Committee on Peacekeeping Operations	34	34	34	34
Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	–	–
Review of best practices and guidance materials	1	–	–	–
Seminars, workshops and training events (number of days)	447	463	452	488
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	373	389	378	419
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	58	58	53
Workshop for field protection of civilians advisers or child protection advisers	5	5	5	5
Workshops for best practices officers or chief civil affairs officers	5	5	5	5
Workshops for the European Union and its member States on a rotational system in support of United Nations peacekeeping operations	6	6	6	6
Technical materials (number of materials)	34	99	34	38
Policy papers, standard operating procedures, technical reports, lessons learned reports and training materials for Member States and field missions on action for peacekeeping, protection of civilians, conflict-related sexual violence, civil affairs, child protection, partnerships, strategic force generation, operational support and emerging challenges	30	95	30	34
Reports on capability requirements for United Nations peacekeeping operations	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and presentations to the Member States bilaterally and to regional groups on peacekeeping issues; and expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
Databases and substantive digital materials: update and maintenance of the Peacekeeping Capability Readiness System; update and maintenance of knowledge management system on uniformed capabilities, update and maintenance of the policy and practice database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: knowledge management newsletters.				

United Nations Truce Supervision Organization

Overall orientation

Mandates and background

4.51 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions [50 \(1948\)](#), [54 \(1948\)](#) and [73 \(1949\)](#). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution [50 \(1948\)](#), became UNTSO pursuant to resolution [73 \(1949\)](#) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.

4.52 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements. UNTSO provides trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL) in support of the implementation of their respective mandates. Through its regional engagement, regular and senior-level liaison and coordination with the peacekeeping and political missions, UNTSO contributes to the United Nations regional analysis and efforts towards the reduction of tensions.

Objective

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

Strategy

4.54 To contribute to ensuring adherence to the Armistice Agreements of 1949 and related agreements, UNTSO will continue to implement its current core functions of observer deployment and liaison with national authorities in the region. It will provide trained military observers to UNDOF and UNIFIL to assist with the implementation of their mandates. The return to the UNDOF area of operations on the Bravo side enables UNTSO to resume full support to observer operations on the Golan in 2021. The mission will also maintain liaison offices in Egypt, Lebanon and the Syrian Arab Republic and conduct the liaison functions with Israel and Jordan from its headquarters.

4.55 The mission engages the parties' officials, high-level governments, military and security representatives; as well as ambassadors, defence attachés and other Member State and troop-contributing country representatives in the mandate area. In addition, UNTSO will extend its strategic and liaison engagements to relevant national and regional organizations in the host countries and civil society organizations, including those that can provide an essential gender perspective on regional mission activities. This engagement is informed by situational awareness and analysis of often complex issues, developed in coordination between the Mission headquarters and its liaison offices. This is expected to result in resumption of activities on the Golan; effective monitoring, observation and reporting, as well as building confidence with the parties and deterrence of escalation; situational and issue

analyses that are accurate and predictive; and stronger cooperation with stakeholders to ensure liaison and monitoring requirements are fulfilled.

4.56 The UNTSO regional liaison and reporting on dynamics in its area of operations, including to regional missions and Headquarters, provides situational awareness and support to inform strategic-level analysis and decision-making. The regional analysis and engagement is also congruent with and supportive of the Action for Peacekeeping initiative, specifically advancing political solutions to conflict, enhancing the political impact of peacekeeping and improving peacekeeping partnerships, where the mission is enhancing and expanding regional engagement; engaging more with women, peace and security community networks; and reinforcing common positions and common messaging among regional United Nations actors to enhance coordination and collaboration.

4.57 The mission will continue to use the good offices to maintain engagement with the parties and representatives of troop-contributing countries and coordinate with other United Nations entities in the region. It will continue to develop contingency planning to address changes in the security situation and regional effects in its area of operation. It will continue to provide timely and accurate observation reports, as well as assessments and analyses of regional developments and impacts mission-wide, including on the safety and security situation. It will also continue to provide administrative, logistical and security support to all outstations and liaison offices. UNTSO will ensure that this support is provided in the most efficient manner possible.

4.58 The regional liaison will provide situational awareness and support informed strategic-level analysis and decision-making within the Organization, with peacekeeping partners and among regional actors, and will contribute to tension reduction, conflict resolution and the positive impacts of peacekeeping and stronger peacekeeping partnerships. In that regard, UNTSO will conduct seminars and briefings with senior representatives of troop-contributing countries and other Member States; similar seminars, workshops and training events will result in improved cooperation and understanding on cross-cutting regional issues among regional counterparts. Past results in these areas include the use of regular and issue-specific analytical reporting to inform relevant actors, drawing on regional liaison interaction providing advice and analysis to inform regional United Nations partners and headquarters departments, as well as similar regional seminars and the availability of comprehensive and issue-specific briefings to troop-contributing country and Member State delegations on cross-cutting trends and operational developments.

External factors for 2021

4.59 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
- (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.

4.60 UNTSO integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It continues to develop new strategies, approaches and activities to address gender within both its military and civilian components. Female military observers enhance the effectiveness of patrols and community engagement. UNTSO adopted a gender action plan and a gender perspective, which will be further refined in the coming years and have been

embedded in operational routines at all levels. Mixed gender patrols have been introduced and female language assistants recruited to improve interaction with local populations, and engagement with troop-contributing countries have promoted the tracking of increases in national female military members and the longer-term consideration of steps to overcome cultural barriers to recruitment and deployment.

Planned results for 2021

Result 1: progress towards stabilization (result carried over from 2020)

4.61 The mission will continue the work related to the progress stabilization of the area of operations, and will complete the reconstruction of infrastructure and rationalization of the capacities of the Observer Group Golan on the Bravo side, in line with the gradual return to full scale operations planned by UNDOF for improved observations and reporting to the Security Council. This is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and deliverables for 2020.

Table 4.13
Performance measure

2017	2018	2019	2020	2021
N/A	Limited area (2,856 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of the area (to 3,506 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of the area (to 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation	Consolidation of operation (over the 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation

Result 2: projecting mandate activities throughout the area of operations (new result)

4.62 The mission will reinforce regional liaison engagement and expand its liaison networks at both the strategic and local levels to maximize the regional architecture and good offices capacities. The Observer Group Lebanon will continue to patrol, observe and report along the 118.6 km long Blue Line in support of UNIFIL operations, while focusing on enhanced accessibility to areas of inhospitable terrain as well as improved force protection measures.

Internal challenges and responses

4.63 UNTSO experiences logistical and administrative challenges in carrying out its liaison activities and deployment owing to crossing delays and restrictions in various locations.

4.64 In response, UNTSO will continue its efforts to recover uninterrupted access.

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

4.65 This work is expected to contribute to assist the parties to the Armistice Agreements of 1949 in the supervision of the application and observance of the terms of the agreements, which would be demonstrated by the restoration of pre-conflict operational capability throughout the Golan, allowing the observers to implement UNDOF monitoring and observation requirements, including continuous static observations, mobile patrols and inspections.

Table 4.14
Performance measure

2017	2018	2019	2020	2021
N/A	Limited area (2,856 km ²) under continuous observation	Increased coverage of the area to 3,200 km ²	Increased coverage of the area under continuous observation to 4,515 km ²	Consolidation of operation over the 4,515 km ²

Legislative mandates

4.66 The list below provides all mandates entrusted to UNTSO.

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		

Deliverables

4.67 Table 4.15 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.15
UNTSO: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	17	12	14
1. Seminars Analysis Team (organized by UNTSO)	–	1	2	2
2. Seminars (requested by Member States and international organizations)	–	16	10	12
C. Substantive deliverables				
Consultation, advice and advocacy: strategic-level 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 troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area; local-level 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; weekly situation reports; analytical/assessment reports that include thematic and analytical reports, country briefs, monthly military situation reports, annual reports; and security reports.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Fact-finding, monitoring and investigation missions: weekly situation reports; assessment reports; investigation reports; incident reports; country briefs; monthly military situation reports; annual reports; security reports; static observations: daily observations from observation posts on the Alpha and Bravo side of the Golan for Observer Group Golan; mobile operations patrols for Liaison Office Cairo, on the Blue Line, for Observer Group Lebanon and for area familiarization training and patrols for Observer Group Golan; inspections and investigations on the Alpha side for Observer Group Golan; and induction training of military observers at UNTSO headquarters in Jerusalem prior to deployment.				

United Nations Military Observer Group in India and Pakistan

Overall orientation

Mandates and background

4.68 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is responsible for observing and reporting to the Secretary-General any developments pertaining to the observance of the ceasefire, pursuant to Security Council resolution [307 \(1971\)](#). In the resolution, the Council demanded that a durable ceasefire and cessation of all hostilities in all areas of conflict be strictly observed and remain in effect until withdrawals take place, as soon as practicable, of all armed forces to their respective territories and to positions which fully respect the ceasefire line in Jammu and Kashmir supervised by the United Nations Military Observer Group in India and Pakistan. A task also performed to complement monitoring efforts of the ceasefire is the balanced conduct of investigations on any received complaints of alleged ceasefire violations filed by parties.

Objective

4.69 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 \(1971\)](#).

Strategy

4.70 To contribute to ensuring that developments pertaining to ceasefire violations along the line of control are monitored, UNMOGIP will continue to focus on the core mandated tasks on prevention, early warning, observation and reporting, and confidence-building. The mission will provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate. It will continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries. Past results in these areas include an enhanced situational awareness and reporting of developments in the line of control based on analysis aided by information collation platforms as indicated in the assessments contained in regular reports and the positive impact that the presence of United Nations military observers has on core mandated tasks, which can be noted from the downward trend in lodged complaints of alleged ceasefire violations from 2017 to 2019.

4.71 UNMOGIP is aligned with the Secretary-General's five-year reform strategy for field support, which provides a foundation for all ongoing reform efforts and seeks to improve the quality, speed and efficiency of service delivery to both peacekeeping and special political missions.

External factors for 2021

4.72 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any actions that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);

(b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.

4.73 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate to maximize its impact in keeping peace in the area of operations. This includes ensuring that the United Nations military observers engage in an inclusive and comprehensive manner with local communities, among both men and women, to ensure that the mission holds a gender sensitive understanding of community perspectives of the situation on the ground and for the conduct and planning of mission operations.

4.74 With regard to cooperation with other entities, the mission will explore linkages with relevant entities that share the same concern for advancing peace and stability in the area, as long as its actions do not go beyond the given mandate.

4.75 With regard to inter-agency coordination and liaison, similar linkages with other entities will be explored and established with United Nations agencies to advance peace and stability in the area without going beyond the given mandate.

Planned results for 2021

Result 1: new tools help to share with the parties' summaries of investigations in a timely and accurate fashion (result carried over from 2020)

4.76 UNMOGIP will continue to observe the line of control and the working boundary. This will continue to require the maintenance of military observers at all of its operational field stations on both sides of the line of control, the conduct of patrols and inspections and investigations of alleged ceasefire violations and the performance of field tasks in the vicinity of the line of control, in line with its mandate, and will continue to improve its utilization of existing tools or collation platforms to synthesize information for analyses and assessments, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 4.16
Performance measure

2017	2018	2019	2020	2021
N/A	Unavailability of analysis conducted through information collation platforms	Availability of some analysis conducted through information collation platforms	Availability of analysis conducted in a more timely fashion through information collation platforms	Institutionalized system for analysis and assessment among United Nations military observers across Mission headquarters and field stations for responsive reporting based on outputs derived from information collation platforms

Result 2: ensuring continuity in terms of analysis and consistency of process for planning and execution (new result)

4.77 In 2019, initiatives to enhance the processing of information with the use of existing databases, complemented by close coordination among United Nations military observers, improved analysis that aided the effective planning and execution of field tasks.

Internal challenge and response

4.78 The challenge for UNMOGIP was to ensure continuity and consistency of analysis upon the rotation of United Nations military observers. The mission has adopted new information collation platforms to synthesize the information gathered. Visual analysis platforms can help to simplify complex data to enable the timely and accurate investigation of alleged violations. In response, UNMOGIP will organize specific training courses to reinforce the knowledge and skills of incoming military observers while institutionalizing systems and procedures to harmonize performance of functions to that end. Furthermore, towards this end, efforts shall be exerted to further provide military observers with a comprehensive understanding of the existing conflict as they relate to the ceasefire along the line of control, to facilitate purpose-driven approaches for observing and reporting while taking the actions necessary at headquarters to enhance procedures that shall further capacitate the military observers to better perform field tasks for optimized outcomes.

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

4.79 This work is expected to contribute to ensuring 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 \(1971\)](#), which would be demonstrated by the availability of analysis consistently conducted in a timely fashion through information collation platforms.

Table 4.17
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Information collation platforms used to inform understanding of developments pertaining to ceasefire violations	More continuity in terms of analysis conducted through information collation platforms used to inform understanding of developments pertaining to ceasefire violations	Full continuity in terms of analysis conducted through information collation platforms used to inform understanding of developments pertaining to ceasefire violations

Legislative mandates

4.80 The list below provides all mandates entrusted to 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		

Deliverables

4.81 Table 4.18 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 4.18
UNMOGIP: deliverables for the period 2019–2021, by category and subcategory

	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
1. Engagement with host nations' key personalities/leaders	12	12	12	12
C. Substantive deliverables				
Databases and substantive digital materials: enhancement of document filing and archiving system and enhancement of connectivity.				
D. Communication deliverables				
Outreach programmes, special events and information materials: advertisements, prints and peace caravans.				
External and media relations: media engagement.				
Digital platforms and multimedia content: UNMOGIP website development/enhancement.				

Programme 5

Peaceful uses of outer space

Overall orientation

Mandates and background

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

5.2 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions 1472 A (XIV) and [74/82](#), on international cooperation in the peaceful uses of outer space, and [74/67](#), on transparency and confidence-building measures in outer space activities, as appropriate.

5.3 The main responsibilities of the Office under the programme are: (a) serving as the secretariat of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies, 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; and (d) discharging the responsibilities of the Secretary-General under the United Nations treaties and principles on outer space and related resolutions (resolutions 1721 B (XVI), [2222 \(XXI\)](#), [2345 \(XXII\)](#), [3235 \(XXIX\)](#), [47/68](#), [59/115](#) and [62/101](#)).

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 strengthening of international cooperation in the conduct of space activities for peaceful purposes, the Office for Outer Space Affairs will continue to leverage its role as a facilitator for the peaceful uses of outer space to support cooperation on and advocate for greater adherence to and application of the international legal regime governing outer space activities, including: (a) registration of space objects launched into outer space; (b) space debris mitigation; (c) transparency and confidence-building measures in outer space activities, as appropriate; and (d) civil satellite-based positioning, navigation, timing and value-added services. These actions are expected to result in increased responsible use of

outer space by governmental and non-governmental entities towards a more safe, secure and sustainable outer space. Past results in this area include an increase in the number of actions taken by States and intergovernmental organizations to implement or adhere to the United Nations treaties and principles on outer space and related resolutions, an increase in support provided to build the capabilities of Member States, an increase in the participation in and contribution to the work of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies, and the adoption by the Committee of the preamble and 21 Guidelines for the Long-term Sustainability of Outer Space Activities, as well as the establishment, under a five-year workplan, of a working group under the agenda item on the long-term sustainability of outer space activities of the Scientific and Technical Subcommittee of the Committee. The Committee serves as the principal forum for continued institutionalized dialogue on issues related to the implementation and review of the guidelines.

5.6 To contribute to the advancement of the use of space science and technology and their applications, the Office, in line with its mandate, will: (a) leverage its role as a capacity-builder to assist States in building or enhancing their capacities in the areas of space law and policy, global space governance as appropriate, climate change, environmental monitoring, natural resources management, global health, satellite communications and disaster risk reduction and global navigation satellite systems; (b) promote knowledge-sharing and the use of space-based solutions to achieve the Sustainable Development Goals; (c) support countries in their institution-building efforts; (d) develop collaborative platforms; and (e) raise awareness of the benefits of space by commemorating historical milestones, international days and other celebrations. These actions are expected to result in an increased number of countries, in particular developing countries, receiving training and acquiring knowledge, facilitated by the Office, in space science and technology and their applications for the acceleration of sustainable development. Past results in this area include the establishment and consolidation of the Office's initiatives Access to Space for All, which saw the launch of the first satellite of Kenya, in 2018, and the Space4Water Portal, which includes recommended practices, databases with tools and data sources, and has been consulted by users from 170 countries since its launch in 2018, and the convening of conferences, workshops and training and technical advisory activities on space science and technology and their applications, as well as on space law and policy.

External factors for 2021

5.7 With regard to external factors, the overall programme plan for 2021 is based on the assumption that stakeholders are able and willing to continue supporting the Office for Outer Space Affairs in implementing the programme, including with respect to 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.

5.8 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office implemented its "Space for women" initiative to ensure that the benefits of space reach women and girls. The Office will also implement measures to increase the number of women participating in its capacity-building activities.

5.9 With regard to cooperation with other entities, the Office, in accordance with its mandate, will leverage its established partnerships with governmental, intergovernmental and non-governmental organizations, including space agencies, industry, academia, institutions and other space-related entities, to explore avenues

and pursue new opportunities to increase its capability to meet the growing demand for support to strengthen the capacity of countries, in particular developing countries, in using space science and technology and their applications. The Office will also pursue cooperative relationships, including with the private sector, to identify new mechanisms for providing access to space.

5.10 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.

Evaluation activities

5.11 The evaluation of the Office for Outer Space Affairs completed by the Office for Internal Oversight Services in 2019 has been taken into account in establishing the programme plan for 2021. In the evaluation, the relevant and essential role of the Office in supporting and addressing the needs of Member States in developing their legal and technical capacity, particularly in the context of the rapidly developing scenarios in outer space affairs, was recognized. The Office was called upon to augment programmes to address the space capacity needs of Member States, upon request of the interested Member State, including for disaster management, to strengthen its network and alliances and to modernize its registration processes and capacity to maintain a high registration rate, considering the anticipated growth in objects to be launched into outer space in the near future. As indicated in the programme plan for 2021, the Office plans to increase advocacy and awareness-raising to support the needs of Member States and facilitate registration, and will augment its work on disaster management.

5.12 The following self-evaluations are planned for 2021:

- (a) Self-evaluation of the activities of the Beijing Office of UN-SPIDER;
- (b) Self-evaluation of the process for the registration of objects launched into outer space.

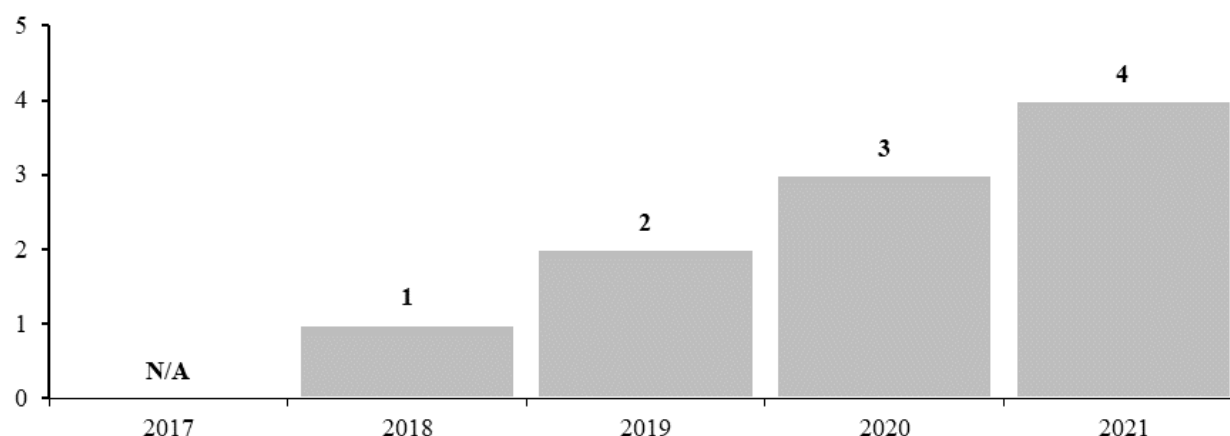
Planned results for 2021

Result 1: access to space for all (result carried over from 2020)

5.13 The Office will continue the work related to strengthening international cooperation in space activities and the use of space science and technology, in line with its mandate, and will assist developing countries in acquiring capacity to launch their first satellite into outer space, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative that is composed solely of the objective.

Figure 5.I

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



Abbreviation: N/A, not applicable.

Result 2: increasing access to space (new result)

5.14 Space science, technology and applications provide indispensable tools for viable long-term solutions and accelerate sustainable development in all countries, particularly in areas such as crop production and precision agriculture, communications, environmental monitoring, global health and navigation.

Internal challenge and response

5.15 The challenge for the Office was to meet the high level of demand from Member States for support and services, while at the same time covering all the areas of responsibility of the Office, especially with respect to the needs arising in the areas of space law, policy, and registration of space objects, and those related to the use of space-based solutions for achieving the Sustainable Development Goals. The increase in demand meant that the Office had to explore options to scale up specific activities.

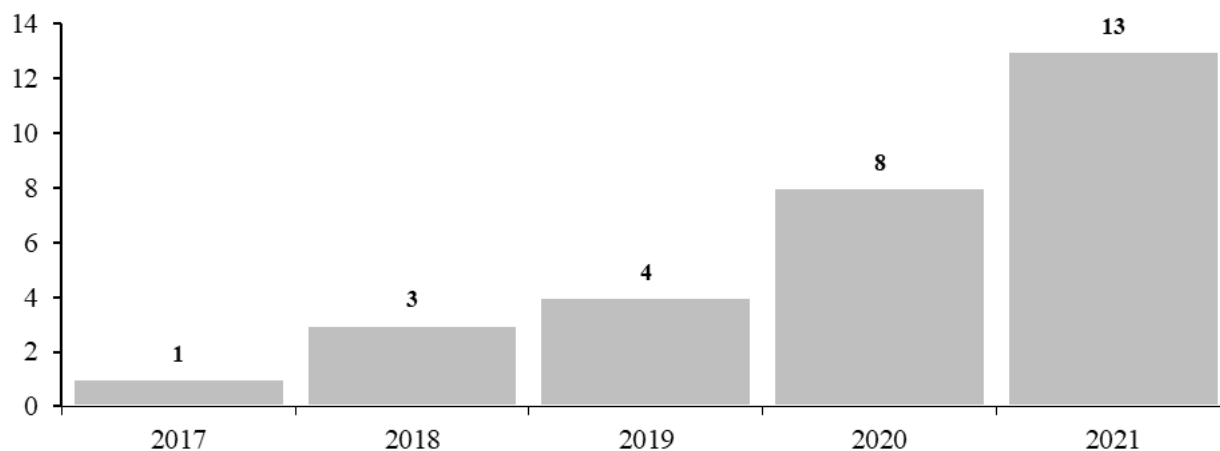
5.16 In response, for 2021, the Office will increase outreach and advocacy activities to support registration of space objects, which will allow for improved and timely dissemination of information on objects launched into outer space. In addition, the Office will forge new alliances, in line with its mandate, and scale up activities to address specific space capacity needs of Member States, such as capability in cutting-edge space research and domestic satellite development.

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

5.17 This work is expected to contribute to the strengthening of international cooperation in the conduct of space activities for peaceful purposes and advancing the use of space science and technology and their applications, which would be demonstrated by 13 Member States (5 more than in 2020) gaining access to space by, for example, launching a satellite, undertaking hyper-gravity, micro-gravity or in-orbit experiments, operating a payload on a space station or receiving telescopes and training to observe the universe.

Figure 5.II

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



Legislative mandates

5.18 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	59/115	Application of the concept of the “launching State”
1721 B (XVI)	International cooperation in the peaceful uses of outer space	61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
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	61/111	International cooperation in the peaceful uses of outer space
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space	62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
2453 (XXIII)	International cooperation in the peaceful uses of outer space	64/86	International cooperation in the peaceful uses of outer space
2601 (XXIV)	International cooperation in the peaceful uses of outer space	65/271	International Day of Human Space Flight
3234 (XXIX)	International cooperation in the peaceful uses of outer space	68/50	Transparency and confidence-building measures in outer space activities
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space	68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space	69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space	71/90	International cooperation in the 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	72/78	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

72/79	Consideration of the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space	74/82	International cooperation in the peaceful uses of outer space
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	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Conference of the Parties to the United Nations Framework Convention on Climate Change decisions

1/CP.21 Adoption of the Paris Agreement

Deliverables

5.19 The table below lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	70	91	95	90
1. Reports to the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	70	91	95	90
Substantive services for meetings (number of three-hour meetings)	64	62	64	62
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
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 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
6. Meetings of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	58	56	58	56
7. Intersessional consultations of the Working Group on the “Space2030” Agenda	-	-	10	-
Conference and secretariat services for meetings (number of three-hour meetings)	12	14	14	14
8. Executive secretariat services to the International Committee on Global Navigation Satellite Systems and its Providers’ Forum	10	10	10	10
9. Secretariat services to the Space Mission Planning Advisory Group	2	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	38	49	42	54
10. Workshops on space law and policy and other legal aspects of space activities	4	4	3	3
11. Seminars, workshops and training events on space science and technology and their applications	20	24	20	24
12. Training events and meetings on the use of space technology in disaster management	8	14	11	19
13. World Space Forum	4	4	4	4
14. Panels and meetings on space for women	1	2	3	3

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
15. Open forum for Member States and United Nations entities on the use of space technology	1	1	1	1
Publications (number of publications)	4	2	5	5
16. Publication on the work and activities of the Office and the Committee on the Peaceful Uses of Outer Space	4	2	5	5
Technical materials (number of materials)	17	68	39	54
17. Information furnished in accordance with the United Nations treaties and principles on Outer Space	2	1	4	4
18. Information furnished in accordance with the Convention on Registration of Objects Launched into Outer Space and General Assembly resolution 1721 B (XVI)	15	67	35	50

C. Substantive deliverables

Consultation, advice and advocacy: contribution to Working Group C (on information dissemination and capacity-building) of the International Committee on Global Navigation Satellite Systems; expert advice and technical assistance on: (a) space law, space policy and space science and technology and their applications; (b) the educational and operational activities of the regional centres for space science and technology education, affiliated to the United Nations; (c) the use of space-based solutions in disaster management plans and policies and in the implementation of risk-reduction activities; and (d) space-based information to end-users to support emergency and humanitarian response; administration of two long-term international fellowship programmes in the field of space science and technology and related applications; support to the Space4Women network; and provision of secretariat services to the annual session 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; and (h) the Space4Women website.

D. Communication deliverables

Outreach programmes, special events and information materials: two exhibits showcasing the benefits of space technology; presentation 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 on United Nations space activities and the work of the Office; and two celebration of achievements and other anniversaries relating to outer space.

External and media relations: press releases and press conferences.

Programme 6

Legal affairs

Overall orientation

Mandates and background

6.1 The Office of Legal Affairs is responsible for providing a unified central legal service for the Organization; represents the Secretary-General in legal conferences and in judicial proceedings; performs substantive and secretariat functions for legal organs involved in public international law, including the Sixth Committee of the General Assembly, the International Law Commission and in the areas of the law of the sea and ocean affairs and international trade law; 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 under 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/2008/13](#). The mandate derives from Article 13 of the Charter and the priorities established in relevant General Assembly resolutions, including resolution [13 \(I\)](#) of 13 February 1946, as the central legal service for the Organization (including funds and programmes and treaty bodies institutionally linked to the Organization).

6.2 As set out in the terms of reference for the work of UN-Oceans, approved by the General Assembly in its resolution [68/70](#) on oceans and the law of the sea, the United Nations Legal Counsel/Division for Ocean Affairs and the Law of the Sea is the focal point of UN-Oceans, the United Nations inter-agency mechanism for cooperation and coordination on oceans and coastal issues. UN-Oceans currently has 28 members, including competent international organizations as identified in the United Nations Convention on the Law of the Sea, specialized agencies, United Nations programmes, regional commissions, secretariats of conventions and the International Seabed Authority. Furthermore, the Legal Counsel has been appointed 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 Special Adviser on oceans and legal matters to the Presidents of the 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, as requested by the Assembly in its resolution [73/292](#).

Strategy and external factors for 2021

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. The Office has a diverse, complex mandate and responds to the needs of its stakeholders and beneficiaries with a specialized legal skill set, institutional memory, credibility and neutrality.

6.4 As a rules-based organization that was founded on a legal instrument, respect for and adherence to public international law remains at the base of the daily activities of the United Nations. 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 therefore result in the effective functioning of its principal and subsidiary organs. The Office will also continue to promote and strengthen the further development of international justice and accountability, and support with legal advice the process of reform initiated by the Secretary-General.

6.5 The Office has placed a focus on contributing 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 assumes an important role in the Organization's action to improve its response to such allegations and in its efforts to hold accountable such personnel who may have engaged in sexual exploitation and abuse. To that end, the Office has taken a series of practical steps to ensure that the Organization refers credible allegations of potentially criminal acts of sexual exploitation and abuse to national authorities expeditiously and cooperates promptly and effectively with national authorities investigating such potential crimes. The Office is at the forefront of the system-wide action to strengthen the Organization's measures for addressing sexual exploitation and abuse.

6.6 The Office is committed to supporting Member States in the implementation of the 2030 Agenda for Sustainable Development and will continue to be a key partner in the efforts of the United Nations system in the context of the decade of action and delivery for sustainable development. Through its recently created Sustainable Development Goals working group, the Office will continue to systematically review and assess whether it is fit for purpose in supporting the Sustainable Development Goals and will continue to integrate all relevant Goals into its work programme.

6.7 In recognition of the positive impact of the removal of legal obstacles to international trade on progress in achieving the Sustainable Development Goals, the Office's strategy will continue to promote harmonized and modernized substantive rules of private international law 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 the United Nations Commission on International Trade Law (UNCITRAL) ([A/74/16](#), para. 121). Similarly, the Office will continue to support Member States in the research, preparation and drafting of universally acceptable legislative and non-legislative texts, such as treaties, model laws, legislative guides and recommendations related to the modernization and harmonization of international trade law, ensuring quality and consistency in the provision of that support.

6.8 The Office is committed to the progressive development and codification of international law and the conclusion of legal instruments resulting in the promotion of universal respect for international law. The Office will continue to provide specialized substantive support to the Sixth Committee of the General Assembly, 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, as well as other special or ad hoc committees, and to diplomatic conferences, in its consideration and formulation of legal instruments.

6.9 Regarding the important processes related to oceans and the law of the sea, the Office will continue to support 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 the ocean-related processes of the General Assembly and the Commission on the Limits of the Continental Shelf. The Office plans to deliver expanded capacity-

building activities on this topic, including through activities focused on meeting the capacity-building needs of developing countries.

6.10 The Office will continue to strengthen its monitoring and evaluation efforts. The creation in 2019 of the Evaluation and Strategic Planning Unit ensures direct reporting in the strengthening of the monitoring and self-evaluation practices, the review of performance and the implementation of the Office's workplans and efforts in this regard. The work of the Unit is supported by an evaluation working group to strengthen the self-evaluation efforts within the subprogrammes, including the systematic and periodic assessment of stakeholder feedback. Similarly, the creation of a working group on the Sustainable Development Goals ensures an all-of-Office approach in support of the implementation of the 2030 Agenda and the attainment of the objectives of the subprogrammes at the start of the decade of action.

6.11 The Office will intensify the use of technological tools and other means to maximize the delivery of its work related to treaties and treaty actions, achieving a timely registration and publication process as well as broad accessibility through its dedicated website. The Office's strategy will strengthen the dissemination of international law through the lectures of the United Nations Audiovisual Library of International Law, as well as the preparation and dissemination of major legal publications and of information on the legal work of the United Nations.

6.12 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Extrabudgetary resources are available to allow the Office to respond to the increased demand for its services and to 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;
- (c) Specific mandates related to international trade law, oceans and law of the sea and other areas are renewed or confirmed by the competent intergovernmental bodies.

6.13 The Office incorporates a gender perspective into its programme of work, including in the advice it provides, and integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Gender focal points are consulted on the integration of gender aspects relevant to the work of the subprogrammes, in particular in capacity-building activities and in the context of the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law.

6.14 With regard to cooperation with other entities, subprogramme 3 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 Council of Europe Committee of Legal Advisers on Public International Law. The Office, through its International Trade Law Division, assists international development agencies, such as the World Bank, to use UNCITRAL texts in their law reform activities and projects. It also provides advice and assistance to international organizations, such as professional associations, organizations of attorneys, chambers of commerce and arbitration centres.

6.15 With regard to inter-agency coordination and liaison, the Office was appointed by the General Assembly in its resolution 68/70 as focal point of UN-Oceans, the United Nations inter-agency mechanism for cooperation and coordination in oceans and coastal issues. UN-Oceans currently has 28 members, including competent

international organizations as identified in the United Nations Convention on the Law of the Sea, specialized agencies, United Nations programmes, regional commissions, secretariats of conventions and the International Seabed Authority.

6.16 Subprogramme 6 has very active 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, which helps to prevent issues of interpretation and implementation of treaty provisions by contracting States. Past examples include cooperation with the secretariat of the United Nations Framework Convention on Climate Change and with the Economic Commission for Latin America and the Caribbean.

Legislative mandates

6.17 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

6.18 Table 6.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 6.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	8	8	6
1. Report and notes to the General Assembly	2	3	2	3
2. Report of the Committee on Relations with the Host Country	1	1	1	1
3. Letters to the Security Council	–	4	2	2
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	–
Substantive services for meetings (number of three-hour meetings)	3	4	9	10
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	1	1	1
8. Meetings of the Committee on Relations with the Host Country	–	–	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
9. Meetings of the International Law Commission	–	–	1	1
10. Meetings of the Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	–	1	1	2
11. 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	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	8	8
12. United Nations Regional Course in International Law for Asia-Pacific	–	–	2	2
13. United Nations Regional Course in International Law for Latin America and the Caribbean	–	–	2	2
14. United Nations Regional Course in International Law for Africa	–	–	2	2
15. Workshops on international law generally	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice and legal opinions are delivered in the context of the participation of the Legal Counsel in the Senior Management Group, the Executive Committee and other ad hoc groups.				
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 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.				
Library services: ensuring that the materials for the United Nations Audiovisual Library of International Law, including the lectures delivered by leading international law scholars and practitioners, are regionally diverse and linguistically diverse among the six official languages of the United Nations.				
E. Enabling deliverables				
Internal justice and oversight: representation of the Secretary-General before the United Nations Appeals Tribunal and advice on administrative law of the Organization.				
Legal services: 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 peaceful 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.				

Evaluation activities

6.19 At its fifty-ninth session, in 2019, the Committee for Programme and Coordination recommended that the General Assembly endorse the recommendations made by the Office of Internal Oversight Services (OIOS) in its evaluation of the Office of Legal Affairs (A/74/16, para. 554). The evaluation covered all areas of the work of the Office of Legal Affairs for the period from 2015 to 2018 and assessed relevance, effectiveness, efficiency and cross-cutting issues.

6.20 As a result of the recommendations by OIOS, endorsed by the General Assembly in its resolution 74/251, the Evaluation and Strategic Planning Unit was created in 2019 to ensure a continuous effort on monitoring and evaluation within the Office of Legal Affairs, supported by an evaluation working group to strengthen the self-evaluation efforts within the subprogrammes, including the systematic and periodic assessment of stakeholder feedback.

6.21 The Evaluation and Strategic Planning Unit also ensures that standards, best practices and recommendations on monitoring and evaluation, including those related to gender equality and on integrating human rights, are taken into account. The Office became an observer member of the United Nations Evaluation Group in 2019 and has participated in its work since then.

6.22 In addition, the self-evaluation of subprogramme 5, which assessed the technical cooperation and assistance in supporting the adoption and use of UNCITRAL texts for 2019, has guided the programme plan for 2021.

6.23 The findings of the evaluation referenced above have been taken into account for the programme plan for 2021 and are part of the sharing of best practices in monitoring and evaluation through the Office's internal working group. In particular, there was a need to improve feedback from beneficiaries on the delivery of the technical cooperation and assistance activities to demonstrate a clear link between actions and beneficiary needs. This will result in the building of a monitoring function in technical assistance programmes to allow for systematic follow-up, including through networks of participants of capacity-building activities.

6.24 For 2021, the programme is planning to undertake a self-evaluation of subprogramme 6, on the publication of treaties conferred on the Secretariat under Article 102 of the Charter.

Programme of work

Subprogramme 1

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

Objective

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

Strategy

6.26 To contribute to ensuring respect for, and adherence to, public international law, the subprogramme will provide legal advice on questions relating to the interpretation and application of the Charter of the United Nations, legal agreements, United Nations resolutions, and rules and regulations of the United Nations, as well as on general questions of public international law, including international human rights law, international humanitarian law and international criminal law. This work is expected to result in 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. Past results in this area include the protection of the privileges and immunities of the United Nations; the provision of legal support to amend the tripartite agreement for the provision of support to the regional force of the States members of the Group of Five for the Sahel; and the provision of legal and procedural advice at United Nations meetings and conferences, such as the United Nations Climate Change Conference held in Madrid within the context of the twenty-fifth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the second High-level United Nations Conference on South-South Cooperation, held in Buenos Aires.

6.27 To contribute to the development of international justice and accountability, the subprogramme will provide advice to the United Nations and United Nations-assisted criminal tribunals and their oversight bodies, as well as to other non-judicial criminal accountability mechanisms, including on their founding arrangements, statutes, terms of reference and rules of procedure, and on the Secretary-General's functions thereunder. This work is expected to result in the effective functioning of these tribunals and non-judicial criminal accountability mechanisms and their oversight bodies. Past results in this area include the provision of advice on the statutes and rules of procedure for United Nations and United Nations-assisted international criminal tribunals; the appointment and reappointment of their principals; the drafting of terms of reference and the appointment of the heads for the operationalization of non-judicial accountability mechanisms; and cooperation with the International Criminal Court.

Planned results for 2021

Result 1: creating the authorizing environment for the reinvigorated resident coordinator system (result carried over from 2020)

6.28 The subprogramme will continue the work related to the negotiation and conclusion of host country agreements, in line with its mandate, and will assist the United Nations system to perform its work and implement its mandates in an efficient and effective manner, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.2
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of host country agreements for reinvigorated resident coordinator system	Negotiation and conclusion of host country agreements	149 host country agreements signed, providing the legal framework necessary for the resident coordinators and their offices to perform their functions and to ensure their privileges and immunities	Signing of all host country agreements that were not finalized in 2020

Abbreviation: N/A, not applicable.

Result 2: host country agreement for the Fifth United Nations Conference on the Least Developed Countries (new result)

6.29 In its resolution [74/232](#), the General Assembly decided to convene the Fifth United Nations Conference on the Least Developed Countries in Doha from 21 to 25 March 2021. The Conference is expected to undertake a comprehensive review and appraisal of the implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 in each least developed country. It

will also share best practices, lessons learned and constraints encountered and come up with a new 10-year strategy for enabling the least developed countries to graduate from that category and meet the Sustainable Development Goals, building on a solid foundation of national ownership and leadership and a reinvigorated global partnership for sustainable development. In the resolution, the Assembly stressed the importance of the effective participation of all relevant stakeholders, including civil society and the private sector.

6.30 The previous Conference, held in 2011, was attended by approximately 9,000 participants, including 36 Heads of State or Government, ministers, parliamentarians and heads of United Nations system entities and other international organizations, as well as more than 1,500 civil society representatives and 500 business leaders. The Fifth Conference is expected to be of the same magnitude.

6.31 The subprogramme will be responsible for ensuring that the necessary legal framework is adopted prior to the holding of the Conference in March 2021. The subprogramme will engage in consultations and negotiations with the Government of Qatar to negotiate an appropriate host country agreement for the Conference. Without the necessary legal framework, questions may arise as to who may be granted a visa to enter Qatar for the purposes of the Conference, who is responsible for the various security aspects of the Conference, who is responsible for the various financial and logistical aspects of the Conference and who may benefit from privileges and immunities for the Conference. By negotiating the necessary legal framework, the subprogramme can ensure full participation by all participants, including those from civil society and the private sector; that there is an appropriate framework for the United Nations to ensure security for the Conference; and that any financial liabilities of the United Nations with respect to the Conference are minimized in accordance with relevant General Assembly resolutions.

Internal challenge and response

6.32 The challenge for the subprogramme was in concluding agreements for large conferences within the timelines envisaged by the substantive offices for various reasons, including the delayed commencement of negotiations, the need to ensure that technical annexes were completed before the signing of the host country agreement and other legal requirements. In response, with respect to this host country agreement, the subprogramme intends to take a more proactive approach to engage earlier in discussions with the substantive office regarding requirements to meet envisaged timelines and possible legal issues that might affect the timelines, and how to address those issues.

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

6.33 This work is expected to contribute to respect for, and adherence to, public international law through the adoption of the requisite legal framework for the Conference, which would be demonstrated by the conclusion of the necessary host country agreement signed between the United Nations and Qatar in relation to the Conference in 2021.

Table 6.3
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	General Assembly decides to hold the Fifth United Nations Conference on the Least Developed Countries in Doha from 21 to 25 March 2021	The Government of Qatar and the subprogramme agree on the legal provisions of the host country agreement for the holding of the Fifth United Nations Conference on the Least Developed Countries in Doha	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

Abbreviation: N/A, not applicable.

Legislative mandates

6.34 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

Deliverables

6.35 Table 6.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.4
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	12	11	7
1. Report and notes to the General Assembly	2	3	2	3
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	3	3	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
5. Reports concerning the election of judges of the International Court of Justice	—	—	3	—
6. Letters to the Security Council	—	4	2	—
Substantive services for meetings (number of three-hour meetings)	83	99	85	76
7. Meetings of the General Assembly and its committees	25	46	25	26
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	2	9	2
10. Meetings of the Economic and Social Council and its commissions	10	16	10	10
11. United Nations conferences and meetings of United Nations treaty bodies	30	25	30	30
12. Meetings of the Credentials Committee on United Nations conferences	3	3	3	2
13. Meetings of the Committee on Relations with the Host Country	5	5	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	—	1	2	—
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	19	30	19	20
15. Workshops on international law matters	2	13	2	4
16. Training events on United Nations rules of procedure	7	5	7	5
17. Training events on peacekeeping matters	3	5	3	4
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
Publications (number of publications)	2	4	—	—
19. Publications on international law	2	4	—	—
C. Substantive deliverables				
Consultation, advice and advocacy: legal advice and consultation with the General Assembly and the Security Council on constitutional, institutional and procedural questions; legal advice and consultation with the United Nations funds and programmes on privileges and immunities; legal advice and consultation with United Nations-assisted international criminal tribunals; consultation with the 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 and issues of public international law; and events to promote international law in New York, including of the American Bar Association.				
E. Enabling deliverables				
Legal services: legal advice and support to the Secretariat on privileges and immunities and public international law, including humanitarian law, international human rights law and pacific settlement of disputes; legal advice and support to United Nations criminal tribunals and their oversight bodies as well as other international accountability mechanisms and commissions of inquiry; legal advice and support to peacekeeping and 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 and support to the Secretariat on disarmament, sanctions and security; legal advice on the interpretation and enforcement of the Relationship Agreement between the United Nations and the International Criminal Court; and coordination of meetings of system-wide legal advisers.				

Subprogramme 2

General legal services provided to United Nations organs and programmes

Objective

6.36 The objective, to which this subprogramme contributes, is to maximize the protection of the legal interests of the Organization and to minimize the legal liabilities of the Organization.

Strategy

6.37 To contribute to maximizing the protection of the legal interests of the Organization, the subprogramme will advise on accountability measures, including in relation to internal sanctions and external enforcement action and liaison with national authorities, advise on the legal aspects of the operational activities of the United Nations and its peacekeeping, humanitarian and other missions, represent the Secretary-General and advise on matters in the system for the administration of justice of the Organization, advise on administrative and management issues, advise on procurement and the review of substantial contracts, and advise on operational issues arising from the development and technical assistance activities of the United Nations, including those undertaken by the separately administered funds and programmes. This work is expected to result in the full maintenance of the status, legal rights and privileges and immunities of the Organization. Past results in these areas include the representation of the Secretary-General's prerogatives and authorities in the system for the administration of justice and the conclusion of a number of legal arrangements with Governments, other United Nations entities, other international organizations, other actors, commercial vendors and not-for-profit entities in support of operations in the field and at Headquarters. Other past results include the referral of 100 per cent of appropriate cases to national authorities and the provision, in every case, of assistance to investigations and prosecutions concerning fraud, corruption or other misconduct or crimes of United Nations officials and third parties.

6.38 To contribute to minimizing the legal liabilities of the Organization, the subprogramme will provide legal services for resolving disputes of a private law character involving the operations of the Organization, its organs or its separately administered funds and programmes; settling or otherwise amicably resolving such disputes; representing the Organization in settlement negotiations and arbitral proceedings to meet the Organization's legal obligations to provide an appropriate mode of settlement; and representing the Secretary-General before the United Nations Appeals Tribunal in cases involving the Secretariat and separately administered funds and programmes.

6.39 This work is expected to result in the reduction of actual legal liability for the Organization. As described below, in 2019 there was a substantial reduction of the actual legal liability of the Organization concerning contractual and other private law claims against the Organization, from an aggregate amount of \$16.2 million to just over \$2 million, which is 13 per cent of the amounts originally claimed against the Organization. The reduction was due to the successful resolution of disputes by way of settlement negotiations and arbitral proceedings and the closure of matters as the result of claimants not pursuing their claims further against the Organization, resulting in the actual legal liability being less than the targeted 35 per cent of the amounts originally claimed against the Organization.

Planned results for 2021

Result 1: reduction of actual legal liability of other claims (result carried over from 2020)

6.40 The subprogramme will continue to advise on procurement and the review of substantial contracts, which includes the development of model contracts for de minimis requirements of goods and services, in line with its mandate. The use of these model contracts seeks to minimize the risk of legal liability against the Organization, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.5
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of model contracts for de minimis requirements of goods and services	Development of model contracts for de minimis requirements of goods and services in consultation with managers	Model contracts for de minimis 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

Abbreviation: N/A, not applicable.

Result 2: continued reduction of actual legal liability of the Organization (new result)

6.41 The subprogramme provides legal services for resolving disputes of a private law character involving the operations of the Organization, its organs or its separately administered funds and programmes.

6.42 The United Nations has immunity from legal process before national courts pursuant to the Convention on Privileges and Immunities of the United Nations of 1946. The Convention requires the United Nations to make provisions for appropriate modes of settlement of disputes arising out of contracts or other disputes of a private law character to which the United Nations is a party. As a result, the contracts entered into by the Organization with its commercial vendors and personnel service providers provide for the resolution of disputes by way of ad hoc arbitration in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law.

6.43 To reduce the risk of potential liability in arbitration proceedings initiated by commercial vendors, the subprogramme typically engages outside counsel with specialist expertise in international commercial arbitration to assist in defending the Organization in such proceedings.

Internal challenge and response

6.44 The challenge for the subprogramme was the timely engagement of outside counsel by way of competitive solicitation within the strict 30-day deadline for the Organization to respond to notices of arbitration under the UNCITRAL Arbitration Rules. In response, the subprogramme will procure the services of multiple law firms with specialist expertise in international commercial arbitration to be on standby and

available to immediately assist in taking the necessary steps to defend the Organization, when the need arises.

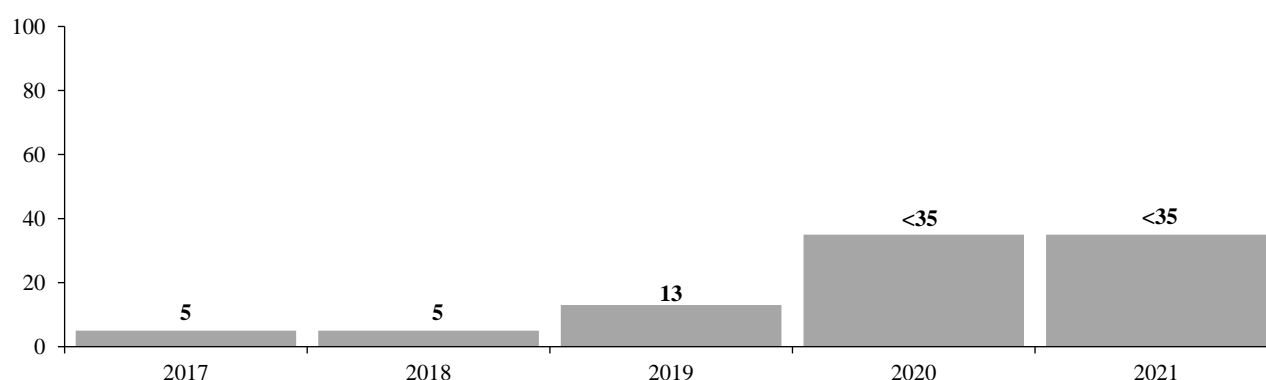
Expected progress towards the attainment of the objective, and performance measure

6.45 This work is expected to contribute to maximizing the protection of the legal interests of the Organization and to minimizing the legal liabilities of the Organization, which would be demonstrated by the maintenance of no more than 35 per cent of the amounts originally claimed against the Organization resulting in actual legal liability against the Organization.

Figure 6.I

Performance measure: actual legal liability of the Organization against amounts originally claimed against the Organization^a

(Percentage)



^a Only claims resolved in any given calendar year by way of settlement negotiations, arbitral proceedings and closure owing to claimants not pursuing their claims further against the Organization are included.

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	70/112	Administration of justice at the United Nations
62/63	Criminal accountability of United Nations officials and experts on mission		

Deliverables

6.47 Table 6.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.6

Subprogramme 2: deliverables for the period 2019–2021, 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, consisting of: representation of the Secretary-General before the United Nations Appeals Tribunal and advice on administrative law of the Organization; representation of the Organization before arbitral tribunals and advice on claims arising from operational activities of the Organization; advice on procurement activities and on 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 both 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 preparation of legal instruments; and advice 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**

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

Strategy

6.49 To contribute to the progressive development and codification of international law, the subprogramme will continue to provide substantive support to the Sixth Committee (Legal Committee) of the General Assembly, 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, as well as other special or ad hoc committees, or to diplomatic conferences, in its consideration and formulation of legal instruments, in particular by assisting in the conduct of proceedings, rendering legal advice and preparing draft texts of legal instruments, resolutions and decisions, as well as background documents, analytical studies and reports. The subprogramme will also continue to provide legal bodies of the General Assembly with assistance when considering the status of relevant instruments, measures to facilitate the accession of States to such instruments or, as the case may be, the use by States of the procedures envisaged by the relevant resolutions of the General Assembly, which is expected to result in the smooth deliberations of legislative and legal bodies, the conclusion of draft legal instruments and the promotion of universal respect for international law. Past results in this area include the successful adoption of several major multilateral treaties on foundational aspects of international law, including in the areas of the law of the sea, diplomatic and consular relations, the law of treaties, international criminal law and the legal measures to eliminate international terrorism. In recent times, such efforts have also included the successful development of non-binding instruments providing guidance on various technical aspects of international law of interest to States, such as reservations to treaties and the identification of customary international law. Other results include the preparation of several international law-related publications.

6.50 To contribute to the advancement of knowledge of international law, the subprogramme will 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. The activities executed by the subprogramme in the framework of the Programme of Assistance include 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 United Nations Audiovisual Library of International Law, a virtual training and research centre available 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, which is expected to result in the wider appreciation of international law and more individuals being trained to obtain an understanding of it. Past results in this area, for the period 2016–2019, include greater awareness of international law as a result of the training of 401 professionals from developing countries and countries with emerging economies on a broad range of core subjects of international law by eminent scholars and practitioners in international law from different regions and legal systems, through the four in-person training programmes, as well as access to the Audiovisual Library by over 845,000 users in 193 Member States and non-member States.

Planned results for 2021

Result 1: reaching a wider audience interested in international law (result carried over from 2020)

6.51 The subprogramme will continue the work related to the teaching, dissemination and wider appreciation of international law, in line with its mandate, and will undertake initiatives to help audiences to increase their access to and knowledge of core topics of international law, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.7
Performance measure

2017	2018	2019	2020	2021
N/A	Absence on the website of the Audiovisual Library of easily accessible modules on introductory international law topics for users with limited knowledge	Development and production of mini-series of lectures addressing core topics of international law	Use of mini-series of lectures addressing core topics of international law in video and podcast format, contributing to increased accessibility and knowledge of international law by a wider audience	Expansion of the mini-series 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

Abbreviation: N/A, not applicable.

Result 2: information relating to international law accessed by more than half a million people (new result)

6.52 Given the central role played by the United Nations in the promotion, progressive development and codification of international law, the provision of information on the Organization's international law-related activities is key to attaining the subprogramme's objective of advancing knowledge of international law.

6.53 Since the 1960s, the subprogramme has enjoyed a mandate to disseminate information relating to international law, in particular the activities of the legal bodies serviced by the subprogramme. This was initially undertaken through the preparation of a number of publications, 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.

6.54 In recent times, the activities of the subprogramme in the dissemination of information related to international law have moved online through the establishment and expansion of over 20 websites. In addition to the United Nations Audiovisual Library of International Law, the subprogramme maintains dedicated websites for each of its publications, as well as for all of the legal bodies for which it serves as the secretariat, including the Sixth Committee of the General Assembly, 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 the States Members of the United Nations and entities of the United Nations system, they are also outward-looking in that they provide the general public and, in particular, academia with the tools for accessing information on the activities of the Organization in the progressive development and codification of international law. All of the websites contain extensive information and were specifically designed as research tools in their own right by providing, 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 anywhere in the world with the ability to research the entire corpus of the work of the legal bodies of the United Nations, the subprogramme seeks to enhance accessibility to information about, and knowledge of, international law.

Internal challenge and response

6.55 The challenge for the subprogramme was to maintain and sustain an extensive presence on the Internet over a prolonged period of time. One aspect of the challenge relates to the expectation of instantaneity of the availability of information. As Internet users have become increasingly accustomed to accessing information in real time, the perceived usefulness of a website is increasingly a function of how quickly and how frequently it is maintained. This poses unique challenges for the traditional model of providing information through publications typically prepared and issued several years after the fact. Another challenge is the sheer ubiquity of information on the Internet, which brings into question the purpose of publications such as the *United Nations Juridical Yearbook*, which were initially conceived with a view to providing the reader with access to information about the legal activities of the Organization that was typically hard to come by. Now, much of that information is relatively easy to find on the Internet. In response, the subprogramme will adapt its websites to include new technologies, such as by live video or audio web streaming the meetings of the legal bodies in question and developing and implementing a social media

strategy for providing up-to-date information on developments taking place in the legal bodies. It will also expand its publications programme so as to include, in addition to hard copy publications, electronic publishing with a view to reducing the turnaround time for publication. Greater emphasis will also be placed on enhancing the “added value” provided by the process of systematization and selection of materials of particular significance to the legal community, undertaken by the subprogramme in planning and preparing future editions of the *United Nations Juridical Yearbook* and other publications.

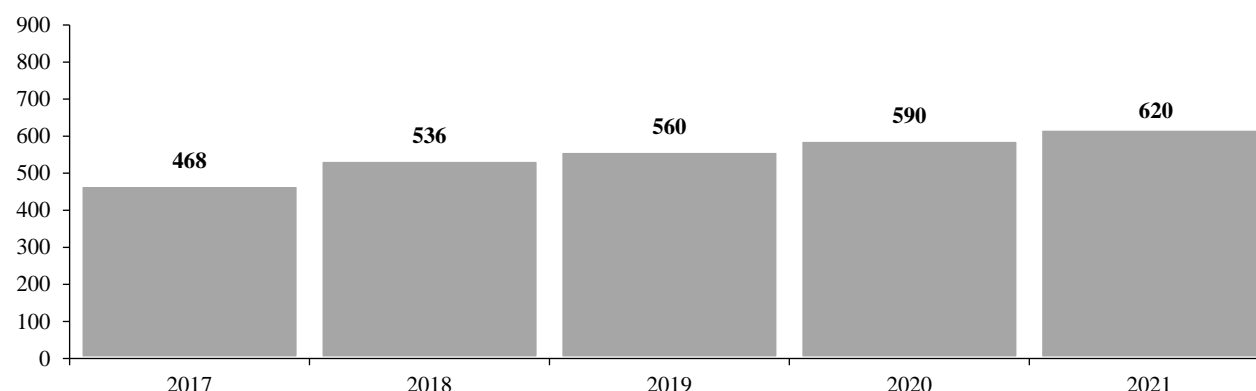
Expected progress towards the attainment of the objective, and performance measure

6.56 This work is expected to contribute to the advancement of knowledge of international law, which would be demonstrated by an increase in the number of individual end users of the websites maintained by the subprogramme, from 590,000 in 2020 to 620,000 in 2021.

Figure 6.II

Performance measure: annual number of individual end users of websites

(Thousands of users)



Legislative mandates

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

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	73/204	Status of the Protocols Additional to the Geneva Convention of 1949 and relating to the protection of victims of armed conflicts
487 (V)	Ways and means for making the evidence of customary international law more readily available	73/205	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
987 (X)	Publication of the documents of the International Law Commission	73/209	Protection of persons in the event of disasters
2099 (XX)	Technical assistance to promote the teaching, study, dissemination and wider appreciation of international law	73/210	Strengthening and promoting the international treaty framework
3006 (XXVII)	<i>United Nations Juridical Yearbook</i>	73/276	Administration of justice at the United Nations
72/117	Expulsion of aliens	74/180	Responsibility of States for internationally wrongful acts
72/122	Responsibility of international organizations		

74/181	Criminal accountability of United Nations officials and experts on mission	74/190	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
74/182	Report of the United Nations Commission on International Trade Law on the work of its fifty-second session	74/191	The rule of law at the national and international levels
74/185	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	74/192	The scope and application of the principle of universal jurisdiction
74/186	Report of the International Law Commission on the work of its seventy-first session	74/193	The law of transboundary aquifers
74/187	Crimes against humanity	74/194	Measures to eliminate international terrorism
74/188	Diplomatic protection	74/195	Report of the Committee on Relations with the Host Country
74/189	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm		

Deliverables

6.58 Table 6.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.8

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	16	17	17	14
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	16	17	17	14
Substantive services for meetings (number of three-hour meetings)	139	140	138	138
2. Meetings of the Sixth Committee	40	42	40	40
3. Meetings of the International Law Commission	87	91	86	87
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	2
5. Meetings of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	8	6	8	7
6. Meetings of the Ad Hoc Committee established by General Assembly resolution 51/210 of 17 December 1996	2	—	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	88	88	88	88
7. International Law Fellowship Programme	30	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	19
10. United Nations Regional Course in International Law for Latin America and the Caribbean	19	19	19	19

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Publications (number of publications)	8	6	11	8
11. <i>Repertory of Practice of United Nations Organs</i>	1	—	2	—
12. <i>United Nations Legislative Series</i>	1	—	1	—
13. <i>Yearbook of the International Law Commission</i>	1	3	5	5
14. <i>United Nations Juridical Yearbook</i>	2	1	2	1
15. <i>United Nations Juridical Yearbook: special edition</i>	1	—	—	1
16. <i>Reports of International Arbitral Awards</i>	1	1	1	1
17. Publication on the commemoration of the seventieth anniversary of the International Law Commission	1	1	—	—
18. <i>International Instruments related to the Prevention and Suppression of International Terrorism</i>	—	1	—	—
Technical materials (number of materials)	—	45	25	25
19. Entries in the United Nations Audiovisual Library of International Law, including lectures	—	45	25	25

C. Substantive deliverables

Consultation, advice and advocacy: preparation of reports of 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; and teaching and dissemination of international law through the Lecture Series of the Audiovisual Library of International Law.

Databases and substantive digital materials: Historic Archives of the Audiovisual Library of International Law.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures, briefings and technical assistance, upon request, on public international law.

Digital platforms and multimedia content: updating and maintenance of 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.

Library services: Research Library of the Audiovisual Library of International Law.

Subprogramme 4 Law of the sea and ocean affairs

Objective

6.59 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

6.60 To contribute to the strengthened law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, through 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, the subprogramme will continue to provide expert advice to States and international organizations on the law of the sea and ocean affairs, in particular relating to the Convention and 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 (the Fish Stocks Agreement), and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries. This work is expected to result in better implementation by States of those instruments and in an increased number of States parties to the Convention and its implementing agreements. Past results in this area include three further ratifications of the Fish Stocks Agreement over the course of the reporting period and nine additional deposits of charts or lists of geographical coordinates made under the Convention to the Secretary-General in 2019.

6.61 To contribute to the strengthened law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, the subprogramme will continue to support, in particular, sustainable fisheries-related cooperative activities between and among States and other entities, which is expected to result in enhanced cooperation and coordination among stakeholders on ocean and coastal issues leading to enhanced conservation and sustainable use of the oceans and their resources. The subprogramme will also continue to provide services to the Commission on the Limits of the Continental Shelf. Past results in these areas include a number of cooperative activities between and among States and other stakeholders in the field of sustainable fisheries and the approval of six sets of recommendations by the Commission since 2018.

6.62 To contribute to the strengthened law of the sea as the basis for national, regional and global action and cooperation in the marine sector, the subprogramme will deliver expanded capacity-building activities, such as fellowships, training courses and workshops, in collaboration with relevant stakeholders, including through programmes focused on meeting the capacity-building needs of developing countries, which is expected to result in better understanding of the legal regime for the oceans and enhanced human resource capacity of Member States, particularly developing countries, to implement that regime. Past results in this area include the expansion and diversification of capacity-building activities delivered: in 2016, there were three activities related to the United Nations-Nippon Foundation of Japan Fellowship Programme; in 2017, there were five activities related to the Fellowship Programme and to the implementation of the Convention in collaboration with the Federal Government of Somalia, the United Nations Assistance Mission in Somalia and the Association of Southeast Asian Nations; in 2018, there were 12 activities related to the Fellowship Programme and to the second cycle of the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects; and in 2019, there were 12 activities related to the Fellowship Programme, to the Regular Process and to the oceans economy and trade strategies project of the United Nations Conference on Trade and Development. Over this time, the average satisfaction rating given by participants has progressively increased, from 70 per cent for activities held in 2014 and 2015 to 89.6 per cent for activities held in 2016 and 2017, 94.25 per cent for activities held in 2018 and 97.8 per cent for activities held in 2019.

Planned results for 2021

Result 1: strengthen the science-policy interface by developing the second world ocean assessment (result carried over from 2020)

6.63 The subprogramme will continue the work related to the strengthening of the science-policy interface of oceans and seas, in line with its mandate, and will promote initiatives conducive to the more sustainable management of human activities in the oceans and seas, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.9
Performance measure

2017	2018	2019	2020	2021
N/A	Constitution of the Pool of Experts and writing teams, and organization of regional workshops	Preparation and peer review of the chapters of the second world ocean assessment	Publication of the second world ocean assessment and approval of its summary by the General Assembly, resulting in a strengthened science-policy interface leading to more sustainable management of human activities in the oceans and seas	First year of the third cycle of the Regular Process, for the period 2021–2025; start of work on the third world ocean assessment

Abbreviation: N/A, not applicable.

Result 2: progress in making global fisheries sustainable (new result)

6.64 The situation with the state of marine living resources remains dire, as evidenced by the report of the Food and Agriculture Organization of the United Nations (FAO) entitled *The State of World Fisheries and Aquaculture 2018: Meeting the Sustainable Development Goals*, according to which 33.1 per cent of assessed marine fish stocks were estimated to be fished at a biologically unsustainable level and therefore overfished. The Fish Stocks Agreement provides the legal regime for the conservation and management of straddling fish stocks and highly migratory fish stocks. The next resumed Review Conference on the Agreement, to be held in 2021, will provide a key opportunity to assess the effectiveness of this instrument by reviewing and assessing the adequacy of its provisions and, if necessary, proposing means of strengthening the substance and methods of implementation in order to better address any continuing problems in the conservation and management of those stocks.

6.65 The subprogramme will provide substantive input to the preparations for the resumed Review Conference by, inter alia, preparing the report of the Secretary-General to be submitted to the Review Conference, preparing documentation for the Conference and servicing the meeting.

6.66 The subprogramme has also prepared and serviced the yearly informal consultations of States parties to the Agreement, one of which will also serve as the preparatory meeting for the resumed Review Conference.

Internal challenge and response

6.67 The challenge for the subprogramme was the reliance on long-established mechanisms to collect from Member States, as requested by the General Assembly, sufficient and representative data and information on the status of global fish stocks, aquaculture, fishing methods and policy and governance developments since the resumed Review Conference in 2016. The other challenge was to muster sufficient scientific and operational expertise to advise Member States on all substantive issues related to the preparations for the Review Conference. In response, the subprogramme will prepare and regularly distribute a detailed and targeted questionnaire on the issues

mentioned above to States, regional fisheries management organizations and arrangements and regional economic cooperation organizations and will invite inputs from FAO and other United Nations system entities. The subprogramme will also employ the services of experts in the field of fisheries to assist with the scientific aspects of the report of the Secretary-General.

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

6.68 This work is expected to contribute to the strengthened law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, which would be demonstrated by the adoption of recommendations by the Review Conference that enhance the implementation of the Fish Stocks Agreement. It would also help Member States to make progress towards achieving target 14.6 of the Sustainable Development Goals through indicator 14.6.1 of Goals, progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing.

Table 6.10
Performance measure

2017	2018	2019	2020	2021
Countries and regional fisheries management organizations and arrangements review recommendations adopted by the Review Conference in 2016, and consider incorporation into the annual General Assembly resolution on sustainable fisheries	Countries commit to consider 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; General Assembly decides to hold new session of the Review Conference in 2021	Countries and regional fisheries management organizations and arrangements finalize preparations for the new session of the Review Conference; subprogramme prepares report of the Secretary-General to facilitate proceedings	Review Conference adopts further recommendations on the enhanced implementation of the Fish Stocks Agreement

Legislative mandates

6.69 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); articles 2 (2) and (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

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 54/33	Oceans and the law of the sea	73/125; 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
70/1	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
71/312	Transforming our world: the 2030 Agenda for Sustainable Development		
	Our ocean, our future: call for action		

Deliverables

6.70 Table 6.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.11

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	39	29	28
1. Reports for the General Assembly on oceans and the law of the sea and on sustainable fisheries	3	2	3	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	1	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	2	16	3	—
4. Documentation for meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	1	2	2	2
5. Documentation for the Meeting of the States Parties to the United Nations Convention on the Law of the Sea	1	12	11	7
6. Documentation for the Commission on the Limits of the Continental Shelf	3	5	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 (the Fish Stocks Agreement)	1	1	1	1
8. Second world ocean assessment	—	—	1	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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	—
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	—
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
Substantive services for meetings (number of three-hour meetings)	656	693	671	603
12. Meetings of the General Assembly (informal consultations and plenary meetings)	32	32	38	32
13. 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	4	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	40	55	34	—
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	40	51	20	—
16. Meetings of States Parties to the United Nations Convention on the Law of the Sea	10	6	10	10
17. Meetings of the Commission on the Limits of the Continental Shelf and its subcommissions	520	536	550	538
18. 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	—
19. Meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	10	8	10	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 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	—	—	—	10
Conference and secretariat services for meetings (number of three-hour meetings)	550	553	544	498
22. Meetings relating to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	40	55	34	—
23. Meetings of the subcommissions of the Commission on the Limits of the Continental Shelf	510	498	510	498
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	6
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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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	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
Seminars, workshops and training events (number of days)	6	8	5	7
30. Workshops, seminars and training events on oceans and the law of the sea	6	8	5	7
Publications (number of publications)	4	4	4	4
31. Publications on the law of the sea	4	4	4	4
Technical materials (number of materials)	1	3	1	1
32. Technical brochures on the law of the sea	1	3	1	1

C. Substantive deliverables

Consultation, advice and advocacy: expert advice to States and international organizations on the law of the sea and ocean affairs, in particular relating to the United Nations Convention on the Law of the Sea and 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; assistance to Member States 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 for Sustainable Development; 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 databases in relation to maritime zones.

D. Communication deliverables

Outreach programmes, special events and information materials: promotion of 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, through publicly accessible materials and participation in meetings, briefings and events; and commemoration of World Oceans Day on 8 June through the organization of events and other outreach activities.

Digital platforms and multimedia content: updating and maintenance of web portals and websites.

Library services: maintenance and development of the specialized reference collection and bibliographic database on the law of the sea and ocean affairs.

E. Enabling deliverables

Administration: administrative activities related to oceans and the law of the sea, including management of trust funds.

Information and communications technology: maintenance of databases, including geospatial databases, and websites.

Legal services: advice and assistance to States, the Commission on the Limits of the Continental Shelf, entities of the United Nations system and the International Tribunal for the Law of the Sea.

Subprogramme 5

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

Objective

6.71 The objective, to which this subprogramme contributes, is to further the progressive harmonization and unification of the law of international trade.

Strategy

6.72 To contribute to the progressive harmonization and unification of the law of international trade, including by removing legal obstacles to international trade through effective intergovernmental deliberations, addressing the issue of harmonized and modernized substantive rules of private international law to govern international trade and ensuring the widespread adoption and use of those rules, the subprogramme will, as the secretariat to UNCITRAL, provide working papers and draft reports, advice and assistance in the conduct of intergovernmental negotiations, and will draft legislative and non-legislative texts. These actions are expected to result in well-informed, transparent and inclusive deliberations and in universally acceptable substantive rules of private law in identified areas of international trade. Past results in this area include the development of the United Nations Convention on Transparency in Treaty-based Investor-State Arbitration (the Mauritius Convention on Transparency), adopted by the General Assembly in its resolution [69/116](#), which has contributed to the establishment of a harmonized legal framework for the transparent, fair and efficient settlement of international investment disputes and to building confidence in the international investment framework, and which has been signed by 23 States and ratified by five States. Progress has also been made through the establishment of a repository for information and documents on treaty-based investor-State arbitration on the UNCITRAL website.

6.73 In addition, the subprogramme will coordinate its normative and standard-setting activities with equivalent activities of other international organizations to avoid duplication of efforts in the preparation and publication of papers on the work of UNCITRAL and relevant developments in other organizations, enabling the participation of those organizations in UNCITRAL work; and propose that UNCITRAL recommend the use or adoption of instruments emanating from other organizations. These actions are expected to result in the issuance by international organizations of consistent and coherent substantive rules of private law to govern identified areas of international trade. Past results in this area include, first, the participation of UNCITRAL representatives in the process leading to the adoption by the Hague Conference on Private International Law of the Principles on Choice of Law in International Commercial Contracts (Hague Principles), which were endorsed and recommended for use by UNCITRAL in 2017 and have been enacted in several jurisdictions, and second, the preparation of a guide on international commercial contracts (with a focus on sales) by the UNCITRAL secretariat and the secretariats of the Hague Conference on Private International Law and the International Institute for the Unification of Private Law (UNIDROIT), which will significantly facilitate the use and application of those instruments in practice and further harmonization in this area.

6.74 Lastly, the subprogramme will provide technical assistance and capacity-building to Governments.³ Such assistance involves relevant gap analyses and other diagnostic assessments, holding awareness-raising and training events and providing advice on the enactment of UNCITRAL texts in national law and in the preparation and publication of guidance and interpretative materials, which are expected to result in additional treaty actions and national enactments of UNCITRAL texts and increased judicial and arbitral decisions referring to and interpreting those texts. Past results in this area include, first, the provision of country assessments of e-commerce and paperless trade readiness, which led to engagement by the subprogramme with countries and to the enactment of UNCITRAL model laws and to the adoption of the United Nations Convention on the Use of Electronic Communications in International Contracts, and second, the use by external partners of interpretative texts. In 2019, approximately 34,800 users visited an UNCITRAL online database that is available in the six official languages of the United Nations. The number of users varied between 2,700 and 4,500 per month. China and India were the countries where the most searches originated, followed by the United States of America and the United Kingdom of Great Britain and Northern Ireland.

Planned results for 2021

Result 1: enforcing commercial obligations across borders (result carried over from 2020)

6.75 The subprogramme will continue the work related to mechanisms for the resolution of commercial disputes, in line with its mandate, and will promote solutions that assist countries in the effective and efficient settlement of disputes, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.12
Performance measure

2017	2018	2019	2020	2021
N/A	United Nations Convention on International Settlement Agreements Resulting from Mediation adopted	Initiation of dialogue between Member States on technical assistance and capacity-building, including on the establishment of national mediation centres	First ratifications of the Convention, establishment of national mediation centres and launch of the Singapore Mediation Academy	Entry into force of the Convention and launch of further mediation academies

Abbreviation: N/A, not applicable.

³ At its fifty-first session, UNCITRAL emphasized the priority of the subprogramme's legislative activity, and encouraged the Secretariat to ensure that human resources allocated to technical assistance would not adversely affect the servicing of the Commission and its working groups ([A/73/17](#), para. 187).

Result 2: reforms to investor-State dispute settlement through development of multiple solutions (new result)

6.76 In July 2017, UNCITRAL member States tasked Working Group III (Investor-State Dispute Settlement Reform) of the Commission with a broad mandate to work on the possible reform of investor-State dispute settlement and, in discharging that mandate, to ensure that the deliberations, while benefiting from the widest available expertise from all stakeholders and taking into account the ongoing work of relevant international organizations, were Government-led, with high-level input from all Governments, consensus-based and fully transparent. From November 2017 to November 2018, the Working Group first identified and considered concerns regarding investor-State dispute settlement and then concluded that reform was desirable in the light of the identified concerns. Starting in April 2019, the Working Group turned to the third phase of its work, to develop relevant solutions to be recommended to the Commission, with a view to allowing each State the choice of whether and to what extent it wished to adopt the relevant solution(s).

6.77 The subprogramme has provided advice and assistance to the Working Group in a series of 21 working papers (to date), which the subprogramme drafted and published on the UNCITRAL website. The working papers address three broad categories of concerns voiced about investor-State dispute settlement (lack of consistency, coherence, predictability and correctness of arbitral decisions; issues related to arbitrators and decision makers; and the cost and duration of investor-State dispute settlement cases), whether it would be desirable to undertake reforms and possible solutions for reform. The subprogramme has also received 30 submissions from States at all levels of development on a wide range of issues. On the basis of a project schedule agreed in October 2019, the Working Group has proceeded to discuss and develop multiple potential reform solutions simultaneously.

6.78 Member States have noted the importance of transparent and fair investor-State dispute settlement regimes as key components of the investment environment, and have emphasized the importance to the effectiveness and legitimacy of possible reforms of ensuring that the process remains inclusive and fully transparent, in particular by ensuring the participation of States at all levels of development.

Internal challenge and response

6.79 The challenge for the subprogramme was to ensure that the relevant technical information is available to the Working Group, in particular that related to existing and emerging practices in many jurisdictions; and that issues can be addressed simultaneously, in order to ensure that effective solutions can emerge for the reform of the mechanisms that govern disputes arising between a foreign investor and a State. In response, the subprogramme will prepare detailed studies of reform options reflecting those practices and on how to develop them further, and proposals on ways of working between Working Group sessions, including consultations among delegates and representatives of international organizations participating in sessions of the Working Group. In order to prepare those studies and proposals, the subprogramme will organize intersessional regional meetings in developing countries to exchange experiences and views on the reform agenda in the context of the regions concerned, and will report accordingly to the Working Group.

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

6.80 This work is expected to contribute to the progressive harmonization and unification of the law of international trade and the reform of rules and mechanisms that govern disputes arising between a foreign investor and a State, which would be demonstrated by consensus reached in Working Group III on certain reform options.

Providing an effective yet balanced dispute resolution system for such disputes will further promote foreign investment and international trade. To ensure a harmonized approach, this reform process should be based on consensus among the member States of UNCITRAL, including developing countries, on the different aspects of investor-State dispute settlement procedures, with UNCITRAL providing the forums for such deliberations.

Table 6.13
Performance measure

2017	2018	2019	2020	2021
UNCITRAL member States mandate Working Group III to work on possible reform of investor-State dispute settlement, in three parts	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 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 and develops multiple reform options	Working Group III continues to develop reform options and reaches consensus on certain reform options

Legislative mandates

6.81 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	74/182	Report of the United Nations Commission on International Trade Law on the work of its fifty-second session
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Deliverables

6.82 Table 6.14 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.14
Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	158	198	195	195
1. Report of the United Nations Commission on International Trade Law to the General Assembly	1	1	1	1
2. Reports of UNCITRAL subsidiary bodies to the Commission	12	12	12	12

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
3. Notes by the secretariat to the Commission and its subsidiary bodies	67	76	82	82
4. Conference room papers of the Commission and its subsidiary bodies	63	94	85	85
5. Information papers for the Commission and its subsidiary bodies	15	15	15	15
Substantive services for meetings (number of three-hour meetings)	150	137	150	150
6. Meetings of the Commission	30	19	30	30
7. Meetings of UNCITRAL subsidiary bodies	120	118	120	120
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	15	15	15	15
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
Seminars, workshops and training events (number of days)	80	88	80	80
10. International seminars, workshops and training events on international trade law	20	23	20	20
11. Regional seminars, workshops and training events on international trade law	40	46	40	40
12. Country seminars, workshops and training events on international trade law	20	19	20	20
Publications (number of publications)	11	3	9	10
13. Legal texts (international conventions, UNCITRAL model laws, legislative guides and other legal texts)	8	3	5	7
14. UNCITRAL publications (<i>Yearbook of the United Nations Commission on International Trade Law</i> , guides to UNCITRAL, digests of case law)	3	—	4	3
Technical materials (number of materials)	10	4	12	11
15. Promotional and technical assistance materials	—	1	2	1
16. Case Law on UNCITRAL Texts (CLOUT) abstracts	10	3	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: updating and maintenance of UNCITRAL website.				
Library services: maintenance of up-to-date and relevant content in the UNCITRAL Law Library.				

Subprogramme 6

Custody, registration and publication of treaties

Objective

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

Strategy

6.84 To contribute to ensuring transparency of the international treaty framework, the subprogramme will undertake the registration and publication of approximately 2,000 treaties and treaty actions each year under Article 102 of the Charter of the United Nations, 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*. These actions are expected to result in 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. Past results in this area include the publication of 2,985 volumes of the United Nations *Treaty Series*, which comprise every treaty or international agreement that has been registered or filed and recorded with the Secretariat by Member States and international organizations. Such treaties and international agreements are published in their authentic languages, followed by translations in English and French, as required. In addition, the up-to-date status of multilateral treaties deposited with the Secretary-General is accessible through a database available on the United Nations Treaty Collection website (<https://treaties.un.org>).

6.85 To contribute to wider knowledge of the law of treaties, the subprogramme will provide legal assistance and advice to Member 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 organization of capacity-building seminars at Headquarters and at the national and regional levels, as well as through the elaboration of topical reference publications. This work is expected to result in the prevention of issues of interpretation and implementation of treaty provisions by contracting States and in enhanced familiarity and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties. Past results in this area include well-drafted final clauses developed during the successful negotiation of multilateral instruments deposited with the Secretary-General at the universal and regional levels, such as the Minamata Convention on Mercury of 10 October 2013, the Paris Agreement of 12 December 2015 and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement) of 4 March 2018.

6.86 To contribute to broader participation in multilateral treaties concluded under the auspices of the United Nations and deposited with the Secretary-General, the subprogramme will undertake the depositary functions of the Secretary-General in respect of around 600 multilateral treaties and organize and conduct treaty events, including during the high-level week of the annual session of the General Assembly. This work is expected to result in the entry into force of multilateral treaties deposited with the Secretary-General and in the universalization of participation of States in such treaties. Past results in the area include a cumulative total of 2,244 treaty actions with respect to multilateral treaties deposited with the Secretary-General taken by Heads of State and Government, ministers for foreign affairs and other duly authorized State representatives on the occasion of the annual treaty events organized since 2000 at Headquarters. Past results also include a significant number of additional treaty actions taken on the occasion of the holding of a series of special

treaty events organized at the request of a Member State, either on the margins of the annual treaty events or as a stand-alone collective solemn undertaking.

Planned results for 2021

Result 1: bringing transparency in the international treaty framework into the twenty-first century (result carried over from 2020)

6.87 The subprogramme will continue the work related to the registration of treaties, in line with its mandate, and will facilitate the registration of treaties for the easier and broader fulfilment of treaty registration obligations by Member States, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.15

Performance measure

2017	2018	2019	2020	2021
N/A	Absence of an updated regulatory framework for the registration and publication of treaties under Article 102 of the Charter, as noted in General Assembly resolution 73/210	Consultations between Member States on the various options to further review the regulations to give effect to Article 102 of the Charter of the United Nations	Adoption by Member States of a new regulatory framework that will improve and facilitate the performance by Member States of their obligation to register treaties	Implementation of the regulatory framework that will improve and facilitate the performance by Member States of their obligation to register treaties

Abbreviation: N/A, not applicable.

Result 2: modern technology solutions available to Member States to enhance the transparency of the international treaty framework (new result)

6.88 Under Article 102 of the Charter, every treaty and every international agreement entered into by any Member of the United Nations after the entry into force of the Charter shall as soon as possible be registered with the Secretariat and published by it. No party to any such treaty or international agreement which has not been registered may invoke that treaty or agreement before any organ of the United Nations.

6.89 The subprogramme discharges the registration and publication mandate pursuant to Article 102 and a regulatory framework based on the regulations to give effect to Article 102 of the Charter of the United Nations, which were updated most recently by the General Assembly in its resolution [73/210](#) on strengthening and promoting the international treaty framework. The new regulations, effective as from 1 February 2019, modified the registration and publication procedures and included provisions on the wider use of electronic means. In particular, the amendment made to article 5 of the regulations will have a major impact on Member State submitters. In the past, the submission of one certified hard copy of the treaty had always been a requirement. In line with the efficiency policies encouraged by the Assembly and the availability of information technology, the amended regulations now provide that the certified copy of the treaty must be submitted either in electronic or hard-copy format.

6.90 In resolution 73/210, the General Assembly recognized that technology had developed considerably, and also recognized the importance of the expeditious processing, registration and publication of treaties and treaty-related actions. The considerable increase in treaty submissions for registration in recent years has led to an exponentially higher volume of treaty-related materials available for publication. This, in turn, has brought into focus a shared perception that the Secretariat should offer its primary clients – the Member States – the most cost-effective, user-friendly and expedient tool to facilitate their compliance with the obligations set out in Article 102 of the Charter.

Internal challenge and response

6.91 The challenge for the subprogramme was to analyse the existing operating procedures in the area of treaty registration and publication activities, which have been in place since the 1990s, and to identify the feasibility of re-engineering parts of the treaty submission process that are based on modern technology. In response, the subprogramme will begin development of a modern web application to facilitate the electronic submission by Member States of treaties and treaty-related actions for their registration and publication. The momentum for the efforts in setting up such an online treaty submission system was built in 2019 and will continue through 2021. The subprogramme will design the prototype of an online treaty submission system and test it as a project in its initial phase in 2020. The subprogramme will provide further information in the context of the request of the General Assembly, in resolution 73/210, that the Secretary-General provide a report, following broad consultations with Member States, with information on practice and possible options to review the regulations, taking into account outstanding issues identified by Member States. All technical aspects of this new online system for the submission of treaty and treaty-related actions will be collaboratively addressed with the relevant units of the Secretariat, in particular the Office of Information and Communications Technology, and vetted to meet the stringent United Nations security standards.

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

6.92 This work is expected to contribute to ensuring transparency of the international treaty framework, which would be demonstrated by the use by Member States of an online treaty submission system available on the United Nations Treaty Collection website and the greater reliance on electronic submissions for the registration and publication of treaties and treaty-related actions through such a system.

Table 6.16

Performance measure

2017	2018	2019	2020	2021
Emergence of a trend by Member States for greater reliance on electronic means for submissions of treaties and treaty-related actions for registration	Update by the General Assembly of its regulations to give effect to Article 102 of the Charter of the United Nations 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	Consideration by the Sixth Committee of the General Assembly of possible updates to the regulations to give effect to Article 102 of the Charter, concerning, in particular, proposals by Member States	Implementation by Member States of updated regulations to give effect to Article 102 of the Charter, including on a possible novel online treaty submission system available on the United Nations

2017	2018	2019	2020	2021
			for a possible novel online treaty submission system	Treaty Collection website and greater reliance on electronic submissions for the registration and publication of treaties and treaty-related actions through such a system

Legislative mandates

6.93 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	Strengthening and promoting the international treaty framework

Deliverables

6.94 Table 6.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.17

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive service for meetings (number of three-hour meetings)	–	–	9	–
1. Meetings of the Sixth Committee of the General Assembly (informal consultations and plenary meetings)	–	–	9	–
Parliamentary documentation (number of documents)	–	–	1	–
2. Report to the General Assembly under the item entitled “Strengthening and promoting the international treaty framework”	–	–	1	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
3. Seminar on treaty law and practice at United Nations Headquarters	2	2	2	2
Publications (number of publications)	36	40	37	38
4. United Nations <i>Treaty Series</i> volumes	36	40	37	38
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Database and substantive digital materials: 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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.				
Digital platforms and multimedia content: updating and maintenance of the Treaty Section website.				
E. Enabling deliverables				
Legal services: legal advice and support to 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

6.95 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 in order to facilitate and expedite fair and independent criminal proceedings, in national, regional or international courts or tribunals that have or may in the future have jurisdiction over these crimes. The mandate derives from the priorities established in relevant resolutions and decisions, including Human Rights Council resolution 39/2, and is further elucidated in the Mechanism’s terms of reference as set out in the annex to a letter from 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.

6.96 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 General Assembly, in its resolution [74/246](#), 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 it could deliver as effectively as possible on its mandate and also urged the Mechanism to swiftly advance its work.

Objective

6.97 The objective, to which the Independent Investigative Mechanism for Myanmar contributes, is to ensure accountability of perpetrators and justice for victims of serious international crimes and violations of international law committed in Myanmar since 2011.

Strategy

6.98 To contribute to ensuring the accountability of perpetrators and justice for victims of serious international crimes and violations of international law committed in Myanmar since 2011, the Mechanism will implement a four-part strategy.

6.99 The Mechanism will collect, consolidate, and preserve information, documentation and evidence regarding serious international crimes and violations of international law committed in Myanmar since 2011. The Mechanism will seek material from other entities engaged in investigative, fact-finding and reporting activities, building upon the material received from the independent international fact-finding mission on Myanmar in September 2019. The Mechanism will also collect material from open sources, including from the Internet, news, public reporting and social media. As required and on the basis of cooperation arrangements with relevant Member States and stakeholders, the Mechanism will interview victims, witnesses and other individuals, and also obtain physical evidence and video/audiovisual, digital, electronic and forensic material. To retain the integrity of the evidence and ensure appropriate chain of custody, the Mechanism will consolidate and preserve the collected material using appropriate information management tools and electronic databases. These activities will be carried out in line with internal protocols and procedures, consistent with the Charter of the United Nations, United Nations rules, regulations, policies and good practices, and relevant international law and jurisprudence, notably the security and well-being of victims and witnesses and the right to a fair trial and other due process provisions. The collection, consolidation and preservation of materials are expected to result in the availability of evidence, collected by an independent and impartial investigative body, that is well organized and meets general standards of admissibility for criminal proceedings in national, regional or international courts or tribunals against individuals who have allegedly committed serious international crimes and violations of international law in Myanmar. The preservation of materials is also expected to prevent the loss of important and relevant information, documentation and evidence.

6.100 The Mechanism will analyse information, documents and evidence relating to serious international crimes and violations of international law committed in

Myanmar since 2011 and, where evidence shows individual criminal responsibility for serious international crimes or violations of international law, prepare case files in that regard. The Mechanism will assess the collected material on the basis of reliability and probative value, taking into account evidentiary and methodological standards and principles applicable in relevant national and international legal systems. It will also identify gaps in the information, documentation and evidence in its possession and obtain additional evidence as needed. On the basis of the analysis of the collected evidence, the Mechanism will prepare case files on individuals who have allegedly committed serious international crimes and violations of international law in Myanmar since 2011. In doing so, the Mechanism will act independently and impartially, and will not make any distinction based on the affiliation or official capacity of alleged perpetrators. The Mechanism will also seek to build case files that are representative of the magnitude or seriousness of crimes committed against various racial, ethnic and religious groups in Myanmar. The analysis of materials and the preparation of case files are expected to result in the identification of evidence that may be used by national, regional or international courts or tribunals in potential criminal proceedings against individuals who have allegedly committed serious international crimes and violations of international law in Myanmar.

6.101 The Mechanism will share materials and case files with national, regional or international courts or tribunals with jurisdiction over serious international crimes and violations of international law committed in Myanmar since 2011, in order to facilitate and expedite fair and independent criminal proceedings in accordance with international law standards. In line with its terms of reference (see [A/73/716](#), annex), the Mechanism will not share any information, documentation or evidence for use in criminal proceedings in which capital punishment could be imposed and carried out. The sharing of materials and case files is expected to result in the initiation of fair and independent criminal proceedings in national, regional or international courts or tribunals against individuals who have allegedly committed serious international crimes and violations of international law in Myanmar.

6.102 The Mechanism will ensure that its mandate, strategies and outputs are coherently explained and communicated to relevant stakeholders, in particular witness and victim groups, in accordance with its communications and public outreach strategy. The Mechanism will also seek to have an open communication channel with relevant stakeholders in order to receive their feedback, which will be taken into consideration, as appropriate and necessary, regarding the work of the Mechanism. The Mechanism's communications and public outreach activities are expected to result in a greater availability of information regarding the Mechanism, its challenges and accomplishments for relevant stakeholders, and to contribute to increased capacity to effectively implement the Mechanism's mandate.

External factors for 2021

6.103 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Relevant Member States will allow the Mechanism to conduct activities within their territories, taking into account their concerns and the sensitivities involved;
- (b) National, regional or international tribunals or courts have or may in the future have jurisdiction over the crimes within the mandate of the Mechanism, and the relevant authorities may request the sharing of materials or case files from the Mechanism.

6.104 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In this regard, the Mechanism is ensuring that sexual and gender-based crimes are incorporated across all its activities, from the collection, consolidation and preservation of materials to the analysis and preparation of case files. These crimes include sexual and gender-based crimes committed against women and girls as well as men and boys. In particular, the Mechanism ensures that victims and witnesses are provided appropriate protective and support measures to prevent them from being further harmed and traumatized.

6.105 With regard to cooperation with other entities, the Mechanism engages, in keeping with its mandate, with a number of governmental and non-governmental entities to seek information, documentation and evidence as well as to obtain support for the implementation of its mandate. A key element of the Mechanism's impartial and independent approach is to request such assistance from a diverse and wide range of entities. The cooperation of relevant Member States is of particular importance for the Mechanism with regard to its ability to carry out investigative activities, including accessing crime sites and interviewing witnesses in a manner that ensures their security and privacy, and to identify potential courts or tribunals which have or may in the future have jurisdiction over the crimes within the Mechanism's mandate.

6.106 With regard to inter-agency coordination and liaison, the Mechanism works, in keeping with its mandate, with international courts and other international accountability mechanisms to learn from their experiences and adapt their best practices for its own use. In particular, the Mechanism coordinates with these entities in the areas of information technology systems and data management; protocols regarding witness interviews, confidentiality and protection; and frameworks for the transfer of information, documentation and evidence from information providers. The Mechanism also coordinates with other United Nations entities working on issues relating to Myanmar.

Evaluation activities

6.107 The Mechanism did not conduct evaluation activities in 2019, as it did not become operational until 30 August 2019. During this initial start-up phase, the Mechanism's operations were not yet suitable for evaluation.

6.108 A self-evaluation of the effectiveness of the Mechanism's strategy for collecting evidence is planned for 2021.

Planned results for 2021

Result 1: cooperative frameworks for the collection, preservation and storage of information, documentation and evidence (result carried over from 2020)

6.109 The Mechanism will continue the work related to its efforts and dialogue with regard to the conclusion of cooperation agreements, in line with its mandate, and will seek to establish cooperative frameworks for the collection, organization, preservation and storage of relevant information, documentation and evidence, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Table 6.18
Performance measure

2017	2018	2019	2020	2021
N/A	Adoption of Human Rights Council resolution 39/2	Initiation of dialogue with parties	Agreement of parties to cooperative frameworks for the collection, preservation and storage of information, documentation and evidence	Access to sources of information, documentation and evidence

Abbreviation: N/A, not applicable.

Result 2: collection and consolidation of information, documentation and evidence of serious international crimes and violations of international law committed in Myanmar since 2011 (new result)

6.110 In 2021, the Mechanism will continue collecting, consolidating and analysing information, documentation and evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011. As the mandate is ongoing, the Mechanism will closely monitor events in Myanmar and be prepared to conduct appropriate activities, should additional international crimes within its mandate be committed, to collect and preserve evidence of such crimes. In 2021, the Mechanism will shift its focus from reviewing information already in its possession and devising strategies to build cases, to collecting additional evidence needed to prove all elements of these cases. As most of this evidence is in the Asia-Pacific region, and the Mechanism is based in Geneva, it will need to work with regional States and devise strategies to overcome this challenge and gain access to persons who can provide evidence efficiently, effectively and safely. This will require increased travel to the region by the Mechanism's staff and leadership, while technologies that might permit some evidence to be gathered remotely are also explored.

6.111 In 2021, the Mechanism will also continue to consolidate the information, documentation and evidence collected by further developing its electronic database and ensuring the security and integrity of the information, documentation and evidence it collects. The database will serve as the primary tool for the Mechanism to preserve the significant volume of materials and data collected and will also enable such information to be well organized to easily facilitate the analysis of complex crimes and the preparation of case files.

6.112 In addition, in 2021, the Mechanism will continue its efforts to communicate with relevant stakeholders about its work, methodology and expected outputs as well as its strategy moving forward, while at the same time ensuring the confidentiality of its work. A key component of these efforts will be the Mechanism's engagement with civil society organizations through a structured forum. The Mechanism will also continue to use its website and social media platforms and issue regular informative bulletins. On an ongoing basis, the Mechanism will assess and adjust its communications and public outreach activities.

Internal challenge and response

6.113 The challenge for the Mechanism has been to collect evidence of crimes in Myanmar, the State where the alleged crimes were committed and where many of the relevant witnesses are located. In response and to overcome this challenge, the Mechanism will continue to look at all alternative sources of information about the crimes, seek access to witnesses located in other countries and make innovative use of publicly available sources of information. The Mechanism will also continue to reach out to and seek the cooperation of the Government of Myanmar while demonstrating its own objectivity and professionalism. At the same time, the Mechanism will continue to seek the cooperation of other Member States in the region and beyond, taking into account the legitimate concerns and the sensitivities involved in cooperation on criminal investigations.

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

6.114 The work of the Mechanism is expected to contribute to ensuring the accountability of perpetrators and justice for victims of serious international crimes and violations of international law committed in Myanmar since 2011, which would be demonstrated by an agreement of Member States, through the conclusion of formal or informal frameworks, to allow the Mechanism access to their territories. This will enable the Mechanism to have greater and more diverse access to information, documentation and evidence regarding such crimes and, consequently, to make progress in collecting, consolidating, preserving and analysing such material.

Table 6.19

Performance measure

2017	2018	2019	2020	2021
N/A	Adoption of Human Rights Council resolution 39/2	Initiation of dialogue with parties	Agreement of parties to cooperative arrangements on access to information, documentation and evidence	Access to sources of information, documentation and evidence

Abbreviation: N/A, not applicable.

Legislative mandates

6.115 The list below provides all mandates entrusted to the Mechanism.

General Assembly resolutions

73/264	Situation of human rights in Myanmar	74/246	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
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Human Rights Council resolutions

39/2 ; 42/3	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
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Deliverables

6.116 Table 6.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.20

Independent Investigative Mechanism for Myanmar: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports for the General Assembly	1	1	1	1
2. Reports for the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	5	4	5	4
3. Meetings of the General Assembly	1	—	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	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	—	—	6	—
8. Training of partners on the use of the Mechanism's evidence system	—	—	6	—
Technical materials (number of materials)	—	—	6	13
9. Documents compiling evidence of international crimes	—	—	6	10
10. Documents compiling analysis of international crimes	—	—	—	3
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with Member States and civil society about the Mechanism.				
Fact-finding, monitoring and investigation missions: 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 of victims and witnesses.				
Databases and substantive digital materials: database to consolidate, organize, preserve, verify and analyse relevant information and evidence.				
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 material about the Mechanism and its work for general dissemination and material tailored to specific audiences in the relevant languages.				
External and media relations: press conferences and media interviews; participation in panels and events; provision of briefings to the diplomatic and academic communities on the progress of the Mechanism's work.				
Digital platforms and multimedia content: updating of 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

6.117 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, 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.

Objective

6.118 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

6.119 To contribute to the achievement of accountability for the most serious international crimes committed in the Syrian Arab Republic since March 2011, the Mechanism will continue to build a comprehensive collection of evidence concerning those alleged crimes through existing or new cooperation agreements. This work is expected to result in the preservation and aggregation of crucial evidence in a comprehensive central repository of information and evidence of such alleged crimes. The Mechanism will also continue to analyse evidence within the framework of its structural investigation, which is expected to result in a principled and systematic foundation for supporting the work of national criminal justice actors. Furthermore, the Mechanism will build criminal case files through the analysis of evidence in its possession, pursuing lines of inquiry and conducting investigations required to fill evidentiary gaps. In addition, the Mechanism will share information, evidence, analytical work product, expertise and/or case files with national, regional or international courts and tribunals that have jurisdiction over these alleged crimes. This work is expected to result in strengthened investigations, prosecutions and trials by national authorities of the alleged crimes within the Mechanism's mandate. 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, which is expected to result in greater accessibility to justice and gender equality. The Mechanism will also continue to promote an integrated approach to justice and accountability through effective dialogue and coordination, including with national criminal justice actors, civil society and other United Nations actors. These activities are expected to result in the strengthening of

the broadest possible range of justice initiatives compatible with the Mechanism's mandate. Past results in these areas include the collection and processing of more than 2 million records by the end of 2019, with 49 terabytes of material now preserved in the Mechanism's central repository of information and evidence.

External factors for 2021

6.120 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Parties will provide information and evidence (including hard copies of documents, digital records, databases, images and videos) for inclusion in the evidence collection, necessitating storage capabilities and resources for the ongoing tagging of information and evidence;

(b) Relevant materials on chemical weapons usage compiled by the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism will be made available.

6.121 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Mechanism continues to incorporate a gender perspective in its evidentiary strategies, for example, to avoid bias against accurately recording harms experienced by females, to ensure due attention is given to sexual violence crimes against males and to diversify evidentiary sources to accurately account for the perspectives of all genders.

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

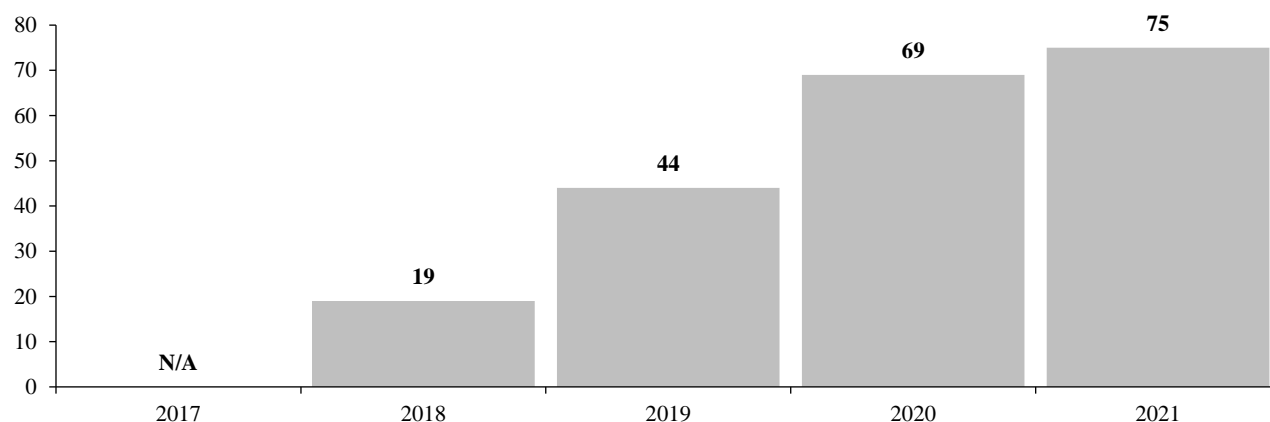
6.123 With regard to inter-agency coordination and liaison, the Mechanism will continue to cooperate with other United Nations entities working on issues related to the Syrian Arab Republic, including the Independent International Commission of Inquiry on the Syrian Arab Republic, in accordance with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

Planned results for 2021

Result 1: domestic investigations and prosecutions supported by expansion and diversification of the evidence collection (result carried over from 2020)

6.124 The Mechanism will continue its work related to the gathering of evidence, in line with its mandate, and will establish cooperation frameworks, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the performance target proposed for 2020, as approved by the General Assembly in its resolution [74/251](#).

Figure 6.III

Performance measure: number of available data sources

Abbreviation: N/A, not applicable.

Result 2: mixed-format analysis (new result)

6.125 The Mechanism has been collecting information and evidence in multiple formats, including video, digital images and audio recordings, and from databases. It has made progress in using advanced computational methods to analyse large quantities of text documents.

Internal challenge and response

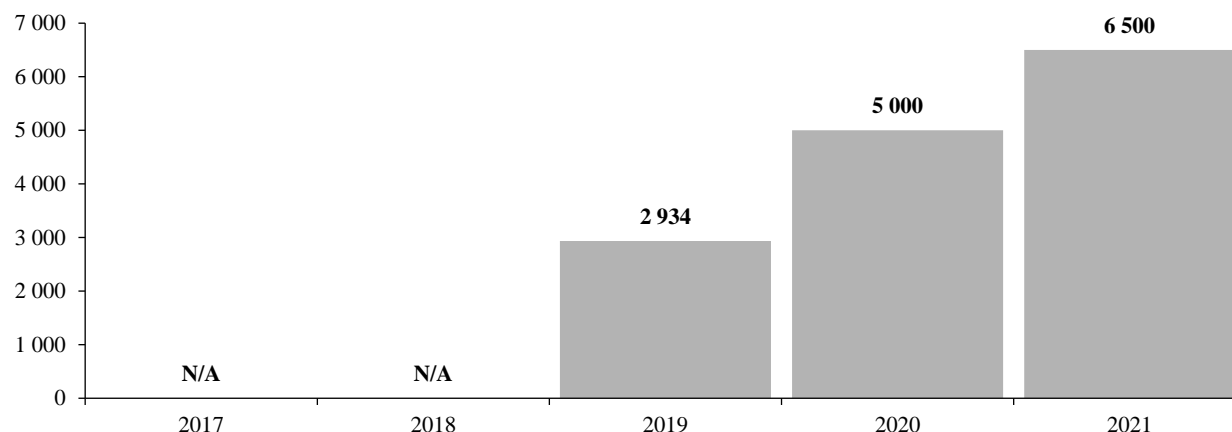
6.126 The challenge for the Mechanism was to extend and enhance its capacity to analyse data in formats other than text documents, in particular video and audio. In response, the Mechanism will enhance its in-house capacity to work with these formats through the acquisition of relevant technology, the development of related standard operating procedures and, where required, through technical training.

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

6.127 This work is expected to contribute towards the achievement of justice for the victims and accountability for the perpetrators of the most serious international crimes committed in the Syrian Arab Republic since March 2011, which will be demonstrated by the review of 6,500 evidence collection records for the purpose of responding to requests for assistance made by competent authorities in relevant jurisdictions, either as part of case files or separately.

Figure 6.IV

Performance measure: number of evidence collection records



Abbreviation: N/A, not applicable.

Legislative mandates

6.128 Below is the mandate entrusted to the Mechanism.

General Assembly resolution

[71/248](#) 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

Deliverables

6.129 Table 6.21 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 6.21

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 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports for the General Assembly	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	–	–	3	3
2. Meetings of the Fifth Committee	–	–	1	1
3. Meetings of the Committee for Programme and Coordination	–	–	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	44	25	87	4
5. Lausanne workshops on collaboration strategies between NGOs in the Syrian Arab Republic and the Mechanism	2	1	2	1
6. Workshops for civil society actors in the Syrian Arab Republic to build their capacity to be actors for accountability there	2	—	4	2
7. 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	40	24	80	—
8. Annual meeting with victims representatives from NGOs to engage as part of its victim-centred approach	—	—	1	1
Technical materials (number of materials)	34	39	50	71
9. 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	23	33	32	50
10. Documents containing a compilation of analysis of evidence of international crimes, for sharing with relevant authorities	10	5	15	19
11. 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	1	1	3	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with national judicial authorities from 17 countries to facilitate their identification and analysis of evidence of international crimes in the Mechanism's evidence collection, and further cooperation in support of national investigations and prosecutions; and consultations with civil society and victims' communities about the accountability processes.				
Fact-finding, monitoring and investigation missions: 16 investigations or missions to identify sources and potential witnesses; collect evidence; fill existing gaps in the Mechanism's evidence collection; 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.				
Databases and substantive digital materials: 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: periodic bulletins on the Mechanism's work; leaflet and question and answer booklet 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.				
External and media relations: press conferences, interviews, participation in panels and events, and briefings to the diplomatic and academic communities on the progress of the Mechanism's work.				
Digital platforms and multimedia content: updating and maintenance of the Mechanism's website.				

Abbreviation: NGO, non-governmental organization.

Programme 7

Economic and social affairs

Legislative mandates

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		
55/2	United Nations Millennium Declaration	69/321	Revitalization of the work of the General Assembly
55/279	Programme of Action for the Least Developed Countries for the Decade 2001–2010	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
57/144	Follow-up to the outcome of the Millennium Summit	70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
57/253	World Summit on Sustainable Development	70/221	Operational activities for development of the United Nations system
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	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
58/220	Economic and technical cooperation among developing countries	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
58/269	Strengthening of the United Nations System: an agenda for further change		
59/243	Integration of the economies in transition into the world economy		
60/1	2005 World Summit Outcome	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
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	73/248	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	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
66/288	The future we want		
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	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 Sustainable Development of Small Island Developing States
69/143	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
		74/238	Operational activities for development of the United Nations system

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development	2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all	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	Development Cooperation Forum
		2008	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**

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

Deliverables

7.2 Table 7.1 lists all deliverables, by category and subcategory, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	171	272	169	271
1. Reports to the General Assembly	9	9	8	9
2. Reports to the Economic and Social Council	9	10	9	10
3. Reports to the high-level political forum on sustainable development	16	16	15	15
4. Reports of the Committee on Non-Governmental Organizations	137	237	137	237
Substantive services for meetings (number of three-hour meetings)	212	203	207	198
5. Meetings of the General Assembly	43	43	43	43
6. Meetings of the Economic and Social Council	74	65	73	64
7. Meetings of the high-level political forum on sustainable development	33	33	27	27
8. Meetings of the Committee on Non-Governmental Organizations	41	41	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	9	9	10	10
10. Meetings of experts on the Economic and Social Council and the high-level political forum	7	7	8	8
11. Meetings of experts on Haiti	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	13	13	13
12. Economic and Social Council: training event with the United Nations Institute for Training and Research on the Economic and Social Council cycle	1	1	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	3	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	5	5	5
15. High-level political forum on sustainable development: seminars, workshops and other events related to the preparation of the high-level political forum	4	4	4	4
Technical materials (number of materials)	15	14	23	10
16. Studies on the implementation of the quadrennial comprehensive policy review	9	7	17	3
17. Studies and materials on issues related to the Economic and Social Council	1	2	1	2
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	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: provide support for informal consultations of Member States on resolutions of the General Assembly and the Economic and Social Council, and reports of the Committee on Non-Governmental Organizations, including on the quadrennial comprehensive policy review and on resolutions recommended by the Second Committee of the Assembly, and the ministerial declarations of the Economic and Social Council and the high-level political forum; provide briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings; provide expert advice to United Nations intergovernmental bodies, notably the Assembly, the Council and the high-level political forum on sustainable development, to enable them to deliver on their mandates; review the arrangements of the resolutions on the high-level political forum and strengthen the Council; better oversee and guide United Nations development system operational activities for development and the implementation of the resolutions on the quadrennial comprehensive policy review (Assembly resolution 71/243) and the repositioning of the United Nations development system (Assembly resolution 72/279); support the different workstreams working on the implementation of the reinvigorated resident coordinator system, the review of multi-country offices, the longer-term restructuring and reprofiling of regional assets, the funding compact and other elements of the repositioning of the development system; assess the capacity of the development system to support the 2030 Agenda and meet its mandates; consult with civil society, NGOs, major groups and other stakeholders on annual themes of the Council and the high-level political forum; support meetings of major groups and other stakeholders to prepare the high-level political forum; conduct inter-agency consultations on various sustainable development issues, including on the preparations of meetings/sessions of the Council, the Assembly, the High-level Committee on Programmes and the quadrennial comprehensive policy review; lead the substantive work of inter-agency meetings, including the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes, the High-level Committee on Management, inter-agency mechanisms for the Council and the high-level political forum (including the Executive Committee on Economic and Social Affairs Plus), the United Nations Sustainable Development Group; and consult with the members of the Council and the executive boards of the International Monetary Fund and the World Bank.

Databases and substantive digital materials: materials for the high-level political forum and civil society organizations; a paperless committee system used to manage official documentation of the Committee on Non-Governmental Organizations; integrated Civil Society Organizations System, Civil Society Network and INDICO platforms and an online system for interacting with NGOs; an indicator framework to monitor the implementation of the quadrennial comprehensive policy review; data on the funding of United Nations operational activities for development; and data on the funding compact agreed to by Member States and the United Nations development system in 2019.

D. Communication deliverables

Outreach programmes, special events and information materials: materials on the work of the Economic and Social Council and the high-level political forum; webinars for NGOs in consultative status on participation in Council bodies and United Nations activities.

Digital platforms and multimedia content: web pages of the subprogramme, including pages for the Economic and Social Council and the high-level political forum; webcasts of the Council and the high-level political forum and of discussions on emergency issues; e-discussion on the work of the Council and the forum; and the Civil Society Network website.

Subprogramme 2 Inclusive social development

Objective

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

Deliverables

7.4 Table 7.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	30	27	26	30
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	10	10	8	10
2. Documents to the Commission for Social Development	6	5	4	6
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	4	4	4
Substantive service for meetings (number of three-hour meetings)	87	89	87	87
5. Meetings of the Second Committee of the General Assembly	4	4	4	4
6. Meetings of the Third Committee of the General Assembly	6	6	6	6
7. Meetings of the Open-ended Working Group on Ageing	10	10	10	10
8. Meetings of the Economic and Social Council	6	6	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	22	20	20
11. Meetings of the Permanent Forum on Indigenous Issues	24	24	24	24
12. Meetings of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities	16	16	16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
13. Projects on social policy formulation	2	2	2	2
Seminars, workshops and training events (number of days)	10	10	10	10
14. Lectures, multi-stakeholder panels, briefings, seminars and workshops for Member States and other stakeholders on social issues	10	10	10	10
Publications (number of publications)	3	3	1	2
15. Publication of the <i>World Youth Report</i>	1	1	–	1
16. Publication of the <i>World Social Report</i>	1	1	1	1
17. Publication on indigenous peoples	1	1	–	–
18. Publication on disability	–	–	–	–
Technical materials (number of materials)	7	7	7	7
19. Outcome documents of expert groups on various social issues	7	7	7	7

C. Substantive deliverables

Consultation, advice and advocacy: carry out assessment, analysis and evaluation of Member States' socioeconomic situations and normative, policy and administrative frameworks in relation to the social dimensions of sustainable development and the Sustainable Development Goals; provide briefings/expert advice to 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	2019 planned	2019 actual	2020 planned	2021 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: special events to commemorate international days on specific social groups and various social issues; policy briefs and communication activities to promote advancement of social development.				
External and media relations: briefings, press conferences and press releases on various social issues.				
Digital platforms and multimedia content: electronic, audio and video messaging on ageing, cooperatives, disability, family, indigenous issues, youth, sport for development and peace and various other issues.				

Subprogramme 3 Sustainable development

Objective

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

Deliverables

7.6 Table 7.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.3

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	28	29	14	12
1. Documents for the General Assembly	10	11	8	8
2. Documents for the Economic and Social Council	1	1	—	—
3. Documents for the high-level political forum on sustainable development	16	16	5	3
4. Documents for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	110	113	87	84
5. Meetings of the General Assembly	48	50	45	42
6. Meetings of the Economic and Social Council	4	4	6	6
7. Meetings of the high-level political forum on sustainable development	53	53	30	30
8. Meetings of the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	4	4
9. Meetings of the independent group of scientists for the <i>Global Sustainable Development Report</i>	1	2	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	10	7	6
10. 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.)	9	10	7	6
Seminars, workshops and training events (number of days)	125	92	125	100
11. 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	92	125	100
Publications (number of publications)	1	1	–	–
12. <i>Global Sustainable Development Report</i>	1	1	–	–
Technical materials (number of materials)	4	4	4	3
13. Sustainable development in action: voluntary commitments and multi-stakeholder partnerships for sustainable development	1	1	1	1
14. 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	1
15. Progress report on multi-stakeholder partnerships for small island developing States	1	1	1	1
16. Publications on the 2030 Agenda for Sustainable Development	1	1	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: inter-agency coordination in the area of sustainable development, such as UN-Water, UN-Energy, UN-Oceans, an inter-agency coordination group on small island developing States, the Executive Committee on Economic and Social Affairs Plus; briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: maintenance of the databases 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, the Technology Facilitation Mechanism, UN-Energy, Harmony with Nature and other topics of sustainable development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special meetings and side events on sustainable development issues during major United Nations conferences at Headquarters or elsewhere; brochures on the Sustainable Development Goals, the <i>Global Sustainable Development Report</i> and the <i>Natural Resources Forum</i> .				
Digital platforms and multimedia content: maintenance of the Sustainable Development Knowledge Platform.				

Subprogramme 4 Statistics

Objective

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

Deliverables

7.8 Table 7.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.4

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	20	20	19	22
1. Reports to the Statistical Commission	16	16	16	16
2. Documents to the Committee on Contributions	2	2	2	4
3. Report of the United Nations Group of Experts on Geographical Names	1	1	–	1
4. Report of the Committee of Experts on Global Geospatial Information Management	1	1	1	1
Substantive servicing for meetings (number of three-hour meetings)	117	123	119	109
5. Meetings of the Statistical Commission	7	7	7	7
6. Meetings of the United Nations Group of Experts on Geographical Names	10	10	–	10
7. Meetings of the Committee of Experts on Global Geospatial Information Management	6	6	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	94	100	106	86
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	9	5	4
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	3	3	2	2
12. Projects on Sustainable Development Goals and cross-cutting statistical areas	4	4	2	1
Publications (number of publications)	70	70	63	68
Publications on economic statistics	12	12	8	11
13. <i>Industrial Commodity Statistics Yearbook, Volumes I and II</i>	2	2	–	–
14. <i>International Trade Statistics Yearbook, Volumes I and II</i>	2	2	2	2
15. <i>National Accounts Statistics: Analysis of Main Aggregates</i>	1	1	1	1
16. <i>National Accounts Statistics: Main Aggregates and Detailed Tables, Parts I–V</i>	5	5	5	5
17. <i>Guidelines on Statistical Business Registers</i>	1	1	–	–
18. <i>Classification of Expenditure According to Purpose</i>	1	1	–	–
19. Handbook on International Standard Industrial Classification	–	–	–	1
20. Handbook on business statistics	–	–	–	1
21. Handbook on automatic identification system data	–	–	–	1
Publications on demographic and social statistics	3	3	3	3
22. <i>Demographic Yearbook</i>	1	1	1	1
23. <i>Population and Vital Statistics Report, Series A</i>	1	1	1	1
24. <i>Guidelines on the Legislative Framework for Civil Registration, Vital Statistics and Identity Management</i>	1	1	–	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
25. <i>Handbook on Civil Registration, Vital Statistics and Identity Management Systems: Communication for Development</i>	–	–	–	1
26. <i>The World's Women 2020: Trends and Statistics</i>	–	–	1	–
Publications on environment statistics and geospatial information	4	4	5	5
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. Integrated Geospatial Information Framework	–	–	1	–
32. <i>System of Environmental Economic Accounting – Ecosystem Accounting</i>	–	–	–	1
Publications on Sustainable Development Goals and cross-cutting statistical areas	16	16	16	15
33. <i>Statistical Yearbook</i>	1	1	1	1
34. <i>Monthly Bulletin of Statistics</i>	12	12	12	12
35. <i>World Statistics Pocketbook</i>	1	1	1	1
36. <i>Sustainable Development Goals Report</i>	1	1	1	1
37. <i>Quality framework for international organizations</i>	1	1	–	–
38. <i>Handbook on Management and Organization of National Statistical Systems – Overview</i>	–	–	1	–
Technical materials (number of materials)	26	26	26	26
39. Technical materials on economic statistics	4	4	4	4
40. Technical materials on demographic and social statistics	2	2	2	2
41. Technical materials on environmental statistics and geospatial information	3	3	3	3
42. Technical materials on Sustainable Development Goals and cross-cutting statistical areas	17	17	17	17

C. Substantive deliverables

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

Databases and substantive digital materials: on economic, demographic and social, and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas.

D. Communication deliverables

Outreach programmes, special 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

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

Deliverables

7.10 Table 7.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.5

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	4	2
1. Reports to the General Assembly	–	–	1	–
2. Reports to the Commission on Population and Development	2	2	3	2
Substantive services for meetings (number of three-hour meetings)	33	31	40	33
3. Meetings of the General Assembly	–	–	7	–
4. Meetings of the Economic and Social Council	1	1	1	1
5. Meetings of the Commission on Population and Development	24	24	24	24
6. Meetings of experts on population topics	8	6	8	8
B. Generation and transfer of knowledge				
Publications (number of publications)	17	17	5	3
7. <i>World Population Monitoring 2019: Concise report</i>	1	1	–	–
8. <i>World Population Prospects: Highlights</i>	1	1	–	1
9. <i>World Population Prospects 2019, Vol. I: Comprehensive Tables</i>	1	1	–	–
10. <i>World Population Prospects 2019, Vol II: Demographic Profiles</i>	1	1	–	–
11. <i>World Population Prospects 2019: Methodology</i>	1	1	–	–
12. <i>World Mortality 2019</i>	1	1	–	–
13. <i>World Mortality: Highlights</i>	1	1	–	–
14. Report on emerging issues in health and mortality	1	1	–	–
15. Report on population and development topics	1	1	1	–
16. <i>International Migration 2019</i>	1	1	–	–
17. <i>International Migration: Highlights</i>	1	1	1	–
18. <i>World Fertility 2019</i>	1	1	–	–
19. <i>World Fertility and Family Planning: Highlights</i>	1	1	1	–
20. <i>World Population Ageing 2019</i>	1	1	–	–
21. <i>World Population Ageing: Highlights</i>	1	1	–	–
22. <i>World Population Policies 2019</i>	1	1	–	–
23. <i>World Population Policies: Highlights</i>	1	1	–	1
24. <i>Population Megatrends</i>	–	–	1	1
25. Questionnaire for the thirteenth United Nations Inquiry among Governments on Population and Development	–	–	1	–
Technical materials (number of materials)	16	16	12	12
26. Major data sets on population topics	4	4	2	2
27. Sustainable Development Goal indicator data sets	1	2	3	3
28. Reports of expert group meetings on population topics	5	4	3	3
29. Technical papers on population topics	6	6	4	4

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for and consultations with Member States for the Commission on Population and Development; briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: databases and data sets on population topics.				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, fact sheets, wallcharts and information kits on population topics.				
External and media relations: press conferences, press releases and social media content related to the Commission on Population and Development; press releases and social media content to support the launch of major publications or data sets; responses to requests from Member States, the media, United Nations entities and other stakeholders.				
Digital platforms and multimedia content: interactive data visualization and other Internet content on population topics.				

Subprogramme 6 Economic analysis and policy

Objective

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

Deliverables

7.12 Table 7.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.6

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	4	3	5
1. Reports for the General Assembly	2	2	1	3
2. Reports for the Economic and Social Council	3	2	2	2
Substantive services for meetings (number of three-hour meetings)	28	28	28	30
3. Meetings of the General Assembly	12	12	12	14
4. Meetings of the Economic and Social Council	6	6	6	8
5. Meetings of the Committee for Development Policy	10	10	10	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
6. Field projects on sustainable development	2	2	2	2

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Seminars, workshops and training events (number of days)	33	30	29	34
7. Training seminars on sustainable development	33	30	29	34
Publications (number of publications)	2	2	2	2
8. Publications on the world economy	1	1	1	1
9. Publications on frontier issues and other thematic issues	1	1	1	1
Technical materials (number of materials)	57	57	56	61
10. Background studies on development and frontier issues and the world economy	14	12	13	14
11. Presentations on the global economy	25	25	25	25
12. Monthly/quarterly briefing notes on the world economic situation and frontier issues	12	15	12	16
13. Reports from meetings on the world economy and frontier issues	3	3	3	3
14. Reports on the world economy	2	2	2	2
15. Committee for Development Policy notes	1	—	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: Least Developed Countries Portal on international support measures; least developed country data, impact assessments; modelling tools for sustainable development policies; global economic outlook database.				
D. Communication deliverables				
External and media relations: press conferences on the world economic situation; public statements of the Secretary-General on frontier issues and the world economy.				

Subprogramme 7

Public institutions and digital government

Objective

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

Deliverables

7.14 Table 7.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.7

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	9	9	9
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Economic and Social Council	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
3. Documents for the Committee of Experts on Public Administration	7	7	7	7
Substantive services for meetings (number of three-hour meetings)	18	18	18	18
4. Meetings of the General Assembly	2	2	2	2
5. Meetings of the Economic and Social Council	6	6	6	6
6. Meetings of the Committee of Experts on Public Administration	10	10	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
7. Field projects on various matters related to public administration	6	6	6	6
Seminars, workshops and training events (number of days)	8	8	8	8
8. Forum related to the United Nations Public Service Awards and the United Nations Public Service Day	2	2	2	2
9. 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	1
10. Internet Governance Forum	–	1	1	1
11. Training seminars, workshops or policy dialogues on various matters related to public administration	5	4	4	4
Publications (number of publications)	3	3	3	3
12. <i>United Nations E-Government Survey</i>	–	–	1	–
13. <i>World Public Sector Report</i>	1	1	–	1
14. Compendium of best practices and innovation in public service delivery	1	1	1	1
15. Compendium of best practices on public institutions and digital government for sustainable development	1	1	1	1
Technical materials (number of materials)	5	5	5	5
16. Online training courses on matters related to public administration	2	2	2	2
17. Technical materials on issues related to governance and public institutions for sustainable development	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Fact-finding, monitoring and investigation missions: needs assessment missions on public administration and finance.				
Databases and substantive digital materials: websites and databases on issues related to public administration.				
D. Communication deliverables				
Outreach programmes, special events and information materials: United Nations Public Administration Network newsletter.				
Digital platforms and multimedia content: United Nations Project Office on Governance website.				

Subprogramme 8

Sustainable forest management

Objective

7.15 The objective is the effective implementation of the sustainable management of all types of forests at all levels, in accordance with the United Nations Forest

Instrument and its global objectives on forests and the forest-related Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development.

Deliverables

7.16 Table 7.8 lists all the deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.8

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	8	8	8
1. Reports of the United Nations Forum on Forests	7	8	8	8
Substantive services for meetings (number of three-hour meetings)	19	19	20	20
2. Meetings of the United Nations Forum on Forests	16	16	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	3	3	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	13	8	8
4. Project on forest financing and development of national financing strategies	7	11	6	6
5. Project on implementation of the United Nations forest instrument and other various issues related to forests	2	2	2	2
Seminars, workshops and training events (number of days)	9	21	8	7
6. Training seminars and workshops on forest financing	7	19	6	6
7. Training seminars and workshops on sustainable development	2	2	2	1
Publications (number of publications)	–	–	–	1
8. Progress towards achieving the global forest goals and targets of the United Nations strategic plan for forests 2017–2030	–	–	–	1
Technical materials (number of materials)	11	11	7	7
9. Technical materials on sustainable forest management	5	5	3	3
10. Technical materials on contributions of forests to various issues, including forest-related Sustainable Development Goals	4	4	2	2
11. Technical materials on materials financing and development of national financing strategies	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: on various issues related to forests.				
Databases and substantive digital materials: on clearing house mechanism.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events, including the International Day of Forests and events of the Collaborative Partnership on Forests; booklets, pamphlets, factsheets, wallcharts and information kits on sustainable forest management, forest financing and other various issues related to forests.				
External and media relations: press conference/press releases on the United Nations Forum on Forests; press conference/press releases on the International Day of Forests.				

Subprogramme 9 Financing for sustainable development

Objective

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

Deliverables

7.18 Table 7.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 7.9
Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	52	52	54	52
1. Documents to the General Assembly	6	6	6	6
2. Documents to the Economic and Social Council	1	1	3	1
3. Documents for the Committee of Experts on International Cooperation in Tax Matters	45	45	45	45
Substantive services for meetings (number of three-hour meetings)	199	199	207	199
4. Meetings of the General Assembly	10	10	10	10
5. Meetings of the Economic and Social Council	41	41	45	41
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	64	64	64
8. Meetings of the Inter-Agency Task Force on Financing for Development	30	30	30	30
9. Meetings of experts on financing for sustainable development-related issues	38	38	42	38
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	—	6	—
10. Project on national capacity-building in financial sector development, tax cooperation and fiscal management areas	1	—	1	—
11. Project on region-specific policy issues related to the implementation of the outcomes of the International Conferences on Financing for Development and the follow-up thereto	1	—	1	—
12. Project on national capacity-building in selected areas of financial sector development and fiscal management	1	—	1	—
13. Project on needs assessments and impact evaluations, for domestic capacity-building in financial sector development and fiscal management	1	—	1	—
14. Projects on local asset management	2	—	2	—
Seminars, workshops and training events (number of days)	20	11	20	13
15. Event on financing for development process	2	2	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
16. Workshop on extractive industries taxation for developing countries	10	1	10	3
17. Interactive dialogues	3	3	3	3
18. Ministerial round tables	2	2	2	2
19. 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	3	3	3
Publications (number of publications)	4	1	5	4
20. Implementing the Addis Ababa Action Agenda: report of the Inter-Agency Task Force on Financing for Development in 2019 and 2021	1	1	1	1
21. <i>United Nations Model Double Taxation Convention between Developed and Developing Countries</i> (update)	1	—	1	1
22. <i>United Nations Practical Manual on Transfer Pricing for Developing Countries</i> (update)	1	—	1	1
23. <i>Handbook on Selected Issues for Taxation of the Extractive Industries by Developing Countries</i>	1	—	1	1
24. <i>Handbook on Dispute Resolution and Avoidance</i>	—	—	1	—
Technical materials (number of materials)	24	19	26	18
25. <i>Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries</i>	—	—	1	—
26. Handbook on carbon taxation	—	—	—	1
27. Guidelines on the tax treatment of official development assistance projects	—	—	1	—
28. Outcome of multi-stakeholder consultations on financing for development	1	1	1	1
29. Implementing the Addis Ababa Action Agenda: the Economic and Social Council forum on financing for development follow-up in 2019 and 2021	1	1	1	1
30. Building on Monterrey: selected policy issues on financing for development	1	1	1	1
31. Development and production of Development Cooperation Forum newsletters and other outreach materials	2	2	2	2
32. Analytical studies on selected issues in development cooperation, including South-South cooperation, and an independent assessment of trends and progress in development cooperation	2	2	2	2
33. 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
34. Financing for sustainable development home page, the Inter-Agency Task Force on Financing for Development online annex and the Development Cooperation Forum website	4	—	4	—
35. Information kit for events on financing for sustainable development	1	1	1	1
36. Issues note summarizing selected issues in the <i>Financing for Sustainable Development Report</i>	1	1	1	1
37. <i>Protecting the Tax Base of Developing Countries against Base Erosion: Income from Services</i>	1	1	1	—
38. <i>Protecting the Tax Base of Developing Countries against Base-eroding Payments: Interest and Other Financing Expenses</i>	1	1	1	—
39. Summary of the meeting of the Subcommittee on Extractive Industries Taxation Issues for Developing Countries	1	—	1	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
C. Substantive deliverables				
Consultation, advice and advocacy: to the work of the Group of Friends on Financing the Sustainable Development Goals; on financing sustainable development and the Sustainable Development Goals to members of civil society organizations, the private sector, academia, foundations and other entities of the United Nations system; 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 the annual 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 <i>Financing for Sustainable Development Report</i> .				
Digital platforms and multimedia content: Op-eds and blogs; websites of the Financing for Sustainable Development Office, such as the financing for sustainable development home page, the Inter-Agency Task Force on Financing for Development online annex, the website of the Development Cooperation Forum and the website of the Committee of Experts on International Cooperation in Tax Matters.				

Programme 8

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

Overall orientation

Mandates and background

8.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating for, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution [59/311](#), whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; resolution [65/280](#), whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011–2020; resolution [69/15](#), whereby the Assembly endorsed the SIDS Accelerated Modalities of Action (SAMOA) Pathway; resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; resolution [70/294](#), whereby the Assembly endorsed the Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020; resolution [74/3](#), whereby the Assembly endorsed the political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway; resolution [74/15](#) whereby the Assembly endorsed the Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; and resolution [74/232](#), whereby the Assembly outlined the modalities of the convening of the Fifth United Nations Conference on the Least Developed Countries and the role and contribution of the Office.

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, the 2030 Agenda indicates that, in the context of the global follow-up and review processes of the Agenda, effective linkages should be made with the follow-up and review arrangements of all relevant United Nations conferences and processes, including those on the least developed countries, landlocked developing countries and small island developing States.

Strategy and external factors for 2021

8.3 Assessments of progress towards achieving the targets of the Sustainable Development Goals show that the most vulnerable countries stand far behind other developing countries. Fulfilling the promise of leaving no one behind requires specific attention to be given to those countries; their dedicated programmes of action must therefore be implemented in synergy with the implementation of the 2030 Agenda.

8.4 The unfolding impacts of the coronavirus disease (COVID-19) pandemic on the least developed countries, landlocked developing countries and small island developing States, and their expected consequences throughout 2021, are likely to amplify the sustainable development challenges that these groups of countries already face. Their capacities will be further limited, severely hindering their ability to implement and follow up on their specific programmes of action, along with the 2030 Agenda and its Sustainable Development Goals, the Paris Agreement and Agenda 2063: The Africa We Want and its aspirations, and efforts to eradicate extreme poverty, promote environmental sustainability and achieve high and sustained economic growth.

8.5 As the world is entering the last decade of the implementation of the 2030 Agenda, the Office of the High Representative will continue to raise awareness of the concerns of the three groups of countries and advocate that those concerns be placed high on the global development cooperation agenda, and to maintain focus on their special needs. The Office will monitor and follow up efforts aimed at fostering supportive policies and measures in and towards countries in special situations, in accordance with their respective programmes of action and other internationally agreed development goals, including the 2030 Agenda, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.

8.6 Furthermore, working together with development partners, United Nations system organizations and other international and regional organizations, as well as the private sector, parliaments, civil society and academia, the Office of the High Representative will promote the mainstreaming and implementation at the national level of policies identified in each of the three programmes of action and will advance the contribution of stakeholders to the achievement of sustainable development in the least developed countries, landlocked developing countries and small island developing States.

8.7 The Office of the High Representative will also support capacity-building of the three groups of countries towards the effective implementation of the programmes of action at the national level. The Office will also forge partnerships in support of the implementation of the three programmes of action and promote South-South cooperation in various areas for the benefit of the three groups of countries. Furthermore, given the commonalities of challenges across the three groups of countries, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy, their limited access to technology and their geographical disadvantages, the Office will also maximize synergies among the three subprogrammes.

8.8 These groups of countries will therefore need renewed support from the entire international community to recover from the impacts of the COVID-19 pandemic and in parallel to continue to implement and follow up on their specific programmes of action and the outcomes of the midterm reviews of these programmes of action, along with the 2030 Agenda and its Sustainable Development Goals, the Paris Agreement and other global frameworks.

8.9 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) The security and political situation in least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of actions, namely, the new programme of action for the least developed countries for the decade 2021–2030, the Vienna Programme of Action and the Samoa Pathway;

(b) Renewed 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;

(c) The COVID-19 pandemic risks exacerbating the structural vulnerabilities and challenges faced by these groups of countries in special situations, threatening a reversal of many developmental gains. The United Nations system and the international community need to consider increased support for and specific attention to these groups of countries, so as to support them in their implementation of their dedicated programmes of action in synergy with the implementation of the 2030 Agenda.

8.10 The Office of the High Representative integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Gender mainstreaming covers the whole spectrum of the programme cycle – from the formulation of the programme budget, to which the Office's gender focal point contributes, to the roll-out of the Office's work streams. The Office reflects gender issues in its advocacy and outreach tools. The Office's website, social media tools, newsletters and printed publications include gender equality perspectives. They also support coverage and promote the visibility of women and men across the priority areas of the programmes of action of the three groups of countries and the Sustainable Development Goals. Furthermore, as a champion of the SheTrades initiative of the International Trade Centre, the High Representative advocates for an ecosystem of integrated solutions that enable women to thrive economically through trade. Similarly, as an International Gender Champion, she makes the case for the elimination of gender barriers and for women and men, girls and boys, to have equal opportunities to rise to their potential. She also participates in gender-dedicated high-level events at the global and regional levels to promote the empowerment of women and girls and the achievement of gender equality, particularly in the context of the most vulnerable countries. The Office generates a number of knowledge products, including reports of the Secretary-General on the status of the implementation of the programmes of action for the least developed countries and landlocked developing countries, analytical briefs and other technical documents and substantive policy documents on key issues and priorities of the least developed countries, landlocked developing countries and small island developing States. Informed by available gender-disaggregated data, these documents consistently include gender perspectives whenever relevant.

8.11 With regard to inter-agency coordination and liaison, the Office of the High Representative will lead the United Nations inter-agency coordination in support of the implementation of the programmes of action of the least developed countries, landlocked developing countries and small island developing States, with a view to delivering more coordinated and integrated United Nations support for the implementation of the programmes of action for those groups of countries, in line with the 2030 Agenda. The Office will intensify collaboration with the Development Coordination Office to support national implementation and follow-up of the programmes of action and the 2030 Agenda across the three groups of countries. Similarly, and consistent with the objectives of the reforms of the Secretary-General

of the development system, which are to leverage the resources and expertise of the United Nations development system and foster partnerships, the Office will help to connect vulnerable countries to United Nations integrated policy advice, normative support and technical capacity. Furthermore, the Office will promote stronger partnerships with other international and regional organizations, including the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development, the United Nations Industrial Development Organization, the International Telecommunication Union, the World Bank, the Organization for Economic Cooperation and Development, the World Trade Organization (WTO), the World Customs Organization, regional banks and organizations, academia, civil society and the private sector – all in support of the sustainable development of the least developed countries, landlocked developing countries and small island developing States. The Office will also continue to work with the Technology Bank for the Least Developed Countries and the International Think Tank for Landlocked Developing Countries to support the least developed countries and landlocked developing countries in the areas of access to and use of science, technology and innovation and the formulation of informed policymaking, respectively. It will also enhance South-South and triangular cooperation, with increased collaboration with all the emerging economies.

Legislative mandates

8.12 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

8.13 Table 8.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 8.1

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

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

Programme of work

Subprogramme 1

Least developed countries

Objective

8.14 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

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

United Nations entities. The subprogramme will therefore support Member States in making progress towards achieving the Sustainable Development Goals, specifically Goal 1, with target 1.A (Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions); Goal 13, with target 13.B (Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities); and Goal 17, with targets 17.2 (Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.15 to 0.20 per cent of gross national income for official development assistance to least developed countries); 17.5 (Adopt and implement investment promotion regimes for least developed countries); 17.11 (Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020); and 17.12 (Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries). Past results in this area include the facilitation of peer learning among least developed countries as part of the meeting of national focal points held in 2019, which covered all priority areas of the Istanbul Programme of Action and provided inputs to the Fifth United Nations Conference on the Least Developed Countries. Furthermore, the Office provided support to Member States with respect to intergovernmental negotiations, resulting in decisions on substantive preparations and ambitious objectives for the Conference.

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

Planned results for 2021

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

8.17 The subprogramme will continue the work related to the graduation of least developed countries, in line with its mandate, and will assist countries in the

preparation of smooth transition strategies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 8.2
Performance measure

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

Abbreviation: N/A, not applicable.

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

8.18 As the Istanbul Programme of Action is coming to an end in 2020, the international community recognizes that the least developed countries are the most vulnerable group of countries and need enhanced global support to overcome the structural challenges that they face in implementing the 2030 Agenda. While the poverty levels in least developed countries have declined from 40.5 per cent in 2010 to 35.2 per cent in 2015, they are still over three times the world average. Recent projections indicate that, by the current trends, nearly 30 per cent of the population will remain in extreme poverty by 2030. Progress towards structural transformation and productive capacity-building has been slow, as most economies are still largely commodity based. The growth in the rate of undernourishment in the least developed countries remains a concern. Rising levels of debt, negative impacts of climate change and increased global uncertainty may act as a drag on economic activity and further depress projected economic growth. While the proportion of seats held by women in national parliaments (percentage of total number of seats) in the least developed countries increased from 19.3 per cent in 2010 to 22.0 per cent in 2019, this is still below the world average of 24.3 per cent. The partial achievement of the objectives of the Istanbul Programme of Action calls for enhanced concerted efforts by all stakeholders to ensure that sustained progress is made to overcome the structural challenges of the least developed countries. With only 10 more years for the least developed countries to achieve the targets of the Sustainable Development Goals, business as usual will leave these countries further behind.

8.19 In line with General Assembly resolution [74/232](#), the subprogramme has begun to prepare for the Fifth United Nations Conference on the Least Developed Countries, to be held in Qatar in March 2021. A broad-based and inclusive preparatory process, led by the Office, will be crucial to ensuring that solid and forward-looking inputs and analysis emerging from national, regional and global reviews are provided to facilitate the identification by Member States at the Conference of concrete, targeted and effective actions and policies that will have a significant impact on the extent to which the least developed countries can overcome structural challenges, effectively

compete in regional and global markets and accelerate progress towards the achievement of the Sustainable Development Goals by 2030.

8.20 The subprogramme has begun to make preparations for country-level, regional and global substantive reviews involving all major stakeholders of the Istanbul Programme of Action. The outcomes of these inclusive and broad-based reviews of all Programme priorities will feed into the work of the intergovernmental preparatory committee, which will meet twice, in July 2020 and in January 2021, to agree on elements of the new programme of action for the least developed countries, which will then be finalized and adopted at the Fifth Conference. The General Assembly, in its resolution [74/232](#), explicitly stressed the importance of the effective participation of all relevant stakeholders, including parliamentarians, civil society and the private sector, in the Conference and its preparatory process. The establishment of a network of resident coordinators in least developed countries will also contribute to the preparations by enhancing communication and coordination.

Internal challenge and response

8.21 The challenge for the subprogramme was to devise effective and sustainable approaches, within its mandate, to more fully and effectively engage a variety of other stakeholders, such as parliamentarians, academia, the private sector, civil society and youth from the least developed countries and their development partners, in the preparatory process for the Fifth United Nations Conference on the Least Developed Countries, in part because these stakeholders were not fully engaged in the implementation of the Istanbul Programme of Action. In response, the subprogramme will develop and implement concrete strategies, in close cooperation with United Nations agencies, major groups and external actors, through, inter alia, its inter-agency consultative group and, for instance, by taking advantage of the role of the High Representative as a commissioner of the Broadband Commission for Sustainable Development. These strategies will guide the subprogramme's work with a variety of stakeholders, especially civil society, academia, the private sector, parliamentarians and youth representatives, with a view to ensuring that their insights and practical solutions are fully integrated into the intergovernmental discussions at the global level and given an important role at the Conference and in the implementation of its outcome. For instance, the Office intends to partner with the United Nations University World Institute for Development Economics Research, the Sustainable Development Solutions Network and the Government of Finland to solicit academic papers with concrete policy recommendations that would provide rigorous analysis to support the least developed countries and their development partners in negotiating the new programme of action as an outcome of the Conference.

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

8.22 This work is expected to contribute to strengthened policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies, and to ensure effective graduation from the least developed country category, which would be demonstrated by the adoption of a new programme of action for the least developed countries, in line with General Assembly resolutions [73/242](#) and [74/232](#), including effective international and domestic policies, the reaffirmation of the global commitment to address the special needs of the least developed countries made at major United Nations conferences and summits, as well as the mobilization of additional international support measures and action, in addition to domestic resources, in favour of the least developed countries. The invitation to the Secretary-General to convene a United Nations system high-level event during the Conference, with a view to ensuring the full mobilization of the

United Nations system in support of the least developed countries, is expected to result in enhanced coordination of the system support for the least developed countries, including prioritization of the least developed countries in programmes of work and enhanced technical support to overcome challenges specific to the least developed countries. This new programme of action is expected to incorporate the views of all stakeholders, including civil society, academia, the private sector, parliamentarians and youth representatives, and to include actions to overcome new and emerging challenges of the least developed countries.

Table 8.3
Performance measure

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

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolution

[73/242](#) Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolution

[2019/3](#) Programme of Action for the Least Developed Countries for the Decade 2011–2020

Deliverables

8.24 Table 8.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 8.4

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	10
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020	1	1	1	1
2. Official documents for the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	–	–	3	3
3. Official documents for the Fifth United Nations Conference on the Least Developed Countries	–	–	–	6
Substantive services for meetings (number of three-hour meetings)	54	53	58	71
4. Meetings of the General Assembly	13	13	13	13
5. Meetings of the Economic and Social Council, including on the implementation of the Programme of Action for the Least Developed Countries and the high-level political forum on sustainable development	10	10	10	10
6. Regional review meetings on the Programme of Action for the Least Developed Countries	4	4	4	2
7. Annual ministerial meetings of the least developed countries and consultations on outcomes thereof	5	5	5	5
8. Meetings of the Governing Council of the Technology Bank	3	3	–	–
9. Meetings of ad hoc expert groups on the implementation of the Istanbul Programme of Action and related priority topics of the least developed countries	9	8	3	3
10. Meetings of the Group of Least Developed Countries	10	10	10	10
11. Meeting of the intergovernmental preparatory committee for the Fifth United Nations Conference on the Least Developed Countries	–	–	8	10
12. Pre-conference events for the Fifth United Nations Conference on the Least Developed Countries	–	–	5	–
13. Meetings of the Fifth United Nations Conference on the Least Developed Countries	–	–	–	18
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
14. Workshops for national focal points of least developed countries, ministerial meeting and round-table discussions on the implementation of the Istanbul Programme of Action	4	4	4	4
15. Forums for main stakeholders on partnerships for least developed countries	2	2	2	2
Technical materials (number of materials)	18	14	13	8
16. Reports on the state of the least developed countries	1	–	1	1
17. Reports on the implementation of the Istanbul Programme of Action and synergies with the Sustainable Development Goals and the Addis Ababa Action Agenda	5	4	3	3
18. Report on progress towards the graduation of the least developed countries (electronic)	1	1	–	–
19. Report on crisis mitigation and resilience in the least developed countries (print and electronic)	1	1	–	–
20. Report on the preparations for the Fifth United Nations Conference on the Least Developed Countries	–	–	1	–

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
21. Thematic think pieces and background notes on key issues relating to the least developed countries, including the implementation of the 2030 Agenda for Sustainable Development in those countries (electronic)	10	8	8	4
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to the Group of Least Developed Countries; briefing of Member States on the work of the Office and progress towards the establishment of the technology bank; organization of inter-agency meetings on the implementation of the Istanbul Programme of Action; and documents for the meetings of the High-Level Committee on Programmes and the United Nations System Chief Executives Board for Coordination.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials on the global outreach campaign, including on the Fifth United Nations Conference on the Least Developed Countries; and newsletters.				
External and media relations: press releases and press conferences on issues relating to the least developed countries.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to the least developed countries; informational video on progress achieved in the Istanbul Programme of Action; and maintenance of the subprogramme's web pages and a web page on the Fifth United Nations Conference on the Least Developed Countries.				

Subprogramme 2

Landlocked developing countries

Objective

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

Strategy

8.26 To contribute to strengthened policies and capacities to improve the connectivity of landlocked developing countries with the aim of supporting sustainable development, reduce their trade transaction costs, increase their regional cooperation and increase their regional, subregional and global trade and strengthen institutions and social and environmental protections, the subprogramme will continue to provide support to Member States in their intergovernmental processes, including by extending evidence-based substantive support to landlocked developing countries in the context of their group meetings, in line with the Vienna Programme of Action, the 2030 Agenda, Agenda 2063 and the Paris Agreement. This will be conducted through the organization of briefings on all issues of interest to the group, including but not limited to transit and transport, international trade, information and communications technology, regional integration and climate change, in line with the priorities of landlocked developing countries. The subprogramme will also undertake analytical work related to the priorities of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the outcome of which will inform both the backstopping support as well as capacity-building and advocacy activities. For example, in the area of trade facilitation, the subprogramme will review progress in the implementation of the WTO Agreement on Trade Facilitation through substantive studies, identify challenges and make policy recommendations that would help to improve the implementation of the Agreement by landlocked developing countries. Furthermore, the subprogramme will organize capacity-

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

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

Planned results for 2021

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

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

Table 8.5
Performance measure

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

Abbreviation: N/A, not applicable.

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

8.29 The landlocked developing countries face unique challenges, including the need for exports from and imports to those countries to cross multiple borders and change mode of transport, as well as inadequate transit transport infrastructure. High trade costs render the exports of landlocked developing countries uncompetitive in the global market; landlocked developing countries are therefore marginalized from global trade, and their share of global exports remains below 1 per cent. Enhanced

transit at and between borders is critical in addressing the high trade costs and is fundamental to increasing the participation of landlocked developing countries in global trade and achieving the Sustainable Development Goals. Enhancing the transit flow of goods and persons from landlocked developing countries requires improving both hard infrastructure, such as transport infrastructure, and soft infrastructure, including the legal and regulatory framework, standards, trade facilitation and procedures serving trade corridors. Given their unique challenges, landlocked developing countries require a unique and accelerated approach to trade facilitation and efficient transit cooperation. It is therefore necessary to assess and identify measures that could have a significant impact on addressing the high trade costs and transit challenges faced by landlocked developing countries and prioritize these in their implementation plans. It is also critical to provide policy, analytical and technical support towards the development, functioning and management of corridors in order to promote regional connectivity and maximize the associated economic opportunities for landlocked developing countries.

8.30 In 2019, the subprogramme undertook several advocacy and capacity-building activities to support landlocked developing countries and transit countries in improving transit and trade facilitation, including through ministerial meetings, high-level events and side events, at which landlocked developing countries and transit countries shared their experiences in that regard.

Internal challenge and response

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

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

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

Table 8.6
Performance measure

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

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

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

Deliverables

8.34 Table 8.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 8.7
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	1	1	1
1. Reports to the General Assembly, including on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	1	1	1	1
2. Reports and other documents for the General Assembly on the High-level Midterm Review on the Implementation of the Vienna Programme of Action	4	1	—	

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	34	50	35	35
3. Formal meetings and informal consultations of the Second Committee of the General Assembly	9	13	13	13
4. Formal meetings and informal consultations of the Second Committee of the General Assembly on the midterm review of the Vienna Programme of Action	15	15	–	–
5. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	1	2	2	2
6. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	4	10	10	10
7. Meetings of the Group of Landlocked Developing Countries	5	10	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	3	3
8. Project on the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	1	1	1
9. Project on the enhancement of the role of the private sector in the implementation of the Vienna Programme of Action, trade facilitation and structural transformation	–	1	1	1
10. Project on the strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	1	1	1	1
Seminars, workshops and training events (number of days)	2	3	3	4
11. Round-table discussion on capacity-building	1	1	1	1
12. Panel discussion on best practices	1	2	1	1
13. Events on capacity-building, best practices and thematic areas in line with the 2030 Agenda for Sustainable Development and other United Nations practices, including energy, information and communications technology, infrastructure, Sustainable Development Goal 14, climate change and desertification	–	–	1	2
Technical materials (number of materials)	3	7	5	4
14. Report on thematic issues and indicators of the Vienna Programme of Action and the 2030 Agenda for Sustainable Development	2	2	2	2
15. Report on thematic development issues in landlocked developing countries	1	5	3	2
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to the Group of Landlocked Developing Countries; briefings to Member States on the work of the Office; coordination and organization of two interagency consultative group meetings on the implementation of the Vienna Programme of Action and two meetings of ad hoc expert groups on structural economic transformation, sustainable development, trade facilitation measures and other relevant issues for landlocked developing countries; side events promoting the implementation of the 2030 Agenda for Sustainable Development and the Vienna Programme of Action; database of indicators for landlocked developing countries; work with United Nations country teams and other United Nations organizations to ensure synergy and coherence in the implementation and monitoring of, and follow-up to, the Vienna Programme of Action and the 2030 Agenda at the national and regional levels; and preparation of landlocked developing country-specific inputs to United Nations system-wide monitoring and follow-up frameworks for the 2030 Agenda, including the report to the Inter-agency Task Force on the Follow-up to the Financing for Development Outcomes and the Means of Implementation of the 2030 Agenda for Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials on the global outreach campaign for landlocked developing countries.				
External and media relations: press releases and press conferences on issues relating to landlocked developing countries.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to landlocked developing countries; and maintenance of the subprogramme's web pages.				

Subprogramme 3

Small island developing States

Objective

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

Strategy

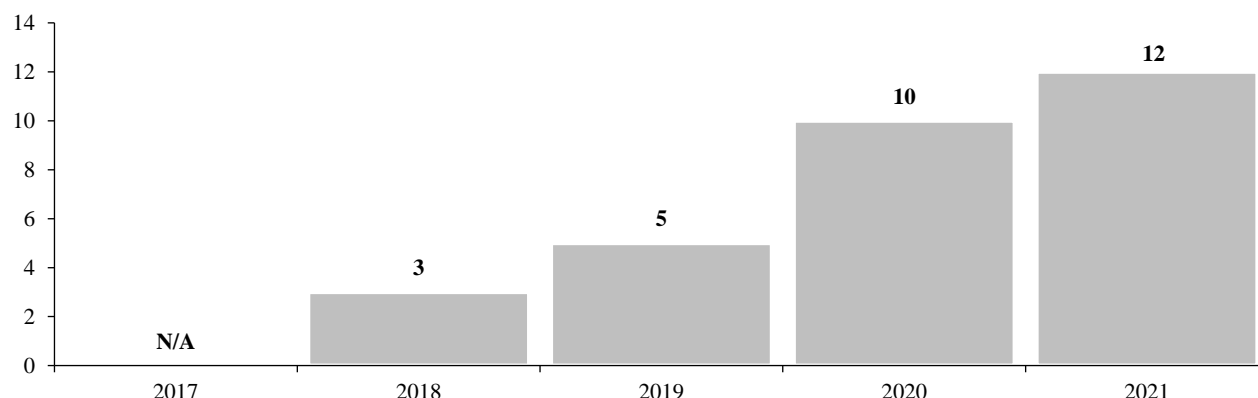
8.36 To contribute to increased sustainable economic, social and environmental resilience in small island developing States, the subprogramme will advocate for the special case of small island developing States in achieving sustainable development; mobilize increased resources for those States in priority areas, such as climate change and disaster risk reduction; facilitate collaborative partnerships, especially between those States and the private sector; strengthen coherence and coordination at the national, regional and global levels on issues relating to those States and foster peer learning and the exchange of best practices through the small island developing States national focal points network; and increase coordination between United Nations entities supporting those States. This work is expected to result in strengthened international support measures towards those States to enable them to implement the Samoa Pathway, the Paris Agreement and other priorities of those States for sustainable development. Past results in this area include the provision of increased and more targeted technical and financial support to small island developing States and an increased number of initiatives specific to small island developing States in United Nations agencies.

Planned results for 2021

Result 1: strengthened private sector engagement on oceans (result carried over from 2020)

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

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



Abbreviation: N/A, not applicable.

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

8.38 With issues relating to small island developing States having evolved into a complex and comprehensive development agenda for the United Nations, there is a need for enhanced coordination and coherence to promote cooperation, coordination and an integrated approach, avoid duplication, increase efficiency, promote the pooling of resources, establish common targets, encourage joint programming, promote alignment, enhance monitoring, evaluation and follow-up, and reduce the reporting burden on small island developing States at the national level.

8.39 In paragraph 120 of the Samoa Pathway, the need to “ensure the mainstreaming of the Samoa Pathway and issues related to small island developing States in the work of the United Nations system and enhance the coherence of the issues of those States in United Nations processes, including at the national, regional and global levels” was underscored.

8.40 In 2019, Member States also adopted the political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the Samoa Pathway, in which they called upon “all entities of the United Nations system to address and integrate small island developing States-related priorities into their respective strategic and work plans, in accordance with their mandates”.

8.41 The establishment of the resident coordinator network for small island developing States represents a renewed opportunity to advance support for the implementation of the Samoa Pathway and the 2030 Agenda and its Sustainable Development Goals. The subprogramme will coordinate with the resident coordinators in small island developing States to support national-level implementation of the Samoa Pathway and foster coherence in its implementation with the 2030 Agenda, including in the context of the meetings of national focal points. This builds on the work of the subprogramme to strengthen the resident coordinators system, including through forging consensus among relevant United Nations system and other stakeholders with regard to the increase in the coordination capacities of, and the resources provided to, the resident coordinator offices in the context of the multi-country office review.

Internal challenge and response

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

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

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

Table 8.8
Performance measure

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

Legislative mandates

8.44 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	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

8.45 Table 8.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 8.9

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

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
8. Seminar with the small island developing States national focal points on the coordination of efforts to achieve and monitor the implementation of the Samoa Pathway and the 2030 Agenda	—	—	1	4
9. Seminar on how the United Nations system and other international intergovernmental institutions, including regional intergovernmental organizations of which the small island developing States are members, can strengthen collaboration through joint efforts and activities	1	1	2	3
10. Seminar on private sector involvement in supporting implementation of the Samoa Pathway	1	1	1	1
11. Seminar on the access of small island developing States to climate change-related finance for development objectives	1	1	2	2
Technical materials (number of materials)	5	5	6	10
12. Information on implementing the Samoa Pathway, the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	2	2	2	2
13. International support provided to small island developing States for the implementation of the Sustainable Development Goals and the Samoa Pathway (print and electronic)	1	1	1	2
14. Assessment studies invited by the General Assembly and subsidiary bodies on matters relating to the financing, implementation and monitoring of the Samoa Pathway and the 2030 Agenda in small island developing States (electronic)	—	—	—	2
15. Thematic think pieces and background notes on issues relevant to the implementation of the 2030 Agenda in small island developing States (electronic)	1	1	1	2
16. Report on the expert group meeting on mainstreaming the Samoa Pathway and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	2
C. Substantive deliverables				
Consultation, advice and advocacy: provision of substantive support to small island developing States and relevant regional and global entities; briefing of Member States on the work of the Office; engagement with United Nations agencies, including in particular participants in the Inter-agency Consultative Group on Small Island Developing States; and advocacy in appropriate forums for the special case of small island developing States in achieving sustainable development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: materials on matters relating to small island developing States and sustainable development, including materials for advocacy for the special case of small island developing States in achieving sustainable development.				
External and media relations: press releases and press conferences on issues relating to small island developing States, as well as engagement with journalists in small island developing States on relevant United Nations processes and activities.				
Digital platforms and multimedia content: update and maintenance of online information on issues relating to small island developing States and maintenance of the subprogramme's web pages.				

Programme 9

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

Overall orientation

Mandates and background

9.1 The Office of the Special Adviser on Africa is responsible for assisting the Secretary-General in ensuring coherence and an integrated approach for United Nations support to Africa, coordinating global advocacy and the preparation of Africa-related reports and inputs, in particular, on the support for the New Partnership for Africa's Development by the United Nations system and the international community. It also facilitates intergovernmental deliberations on Africa at the global level, in particular those relating to the New Partnership for Africa's Development (NEPAD), which was recently transformed into the African Union Development Agency-NEPAD. 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. 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 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 [57/7](#), [57/300](#) and [66/293](#) and Economic and Social Council resolution 671 A (XXV).

9.2 There is a continuing need for greater coherence and synergy in the work of the United Nations on Africa, including more coherent and integrated analysis of and responses to issues that straddle the areas of peace, security and development in Africa, consistent with the Secretary-General's vision of cross-pillar coherence and proactive prevention. There is also a continuing need for African efforts, instruments and priorities to be sufficiently promoted and supported and for United Nations and other international efforts in Africa to be consistently aligned with the priorities of African Member States.

Strategy and external factors for 2021

9.3 In the context described above, the three entities responsible for the implementation of the programme will continue to support Africa's development through coordinated and complementary action in five areas: support to Member States; monitoring and evaluation; communication and advocacy; coordination; and addressing the gaps.

9.4 More closely integrated research and analysis, and the development of policy proposals that take into full account the linkages between the peace and security, development and human rights and that will mainstream a gender perspective and youth issues, given the demographics of the continent, will enable decision-making processes to take into account their reciprocal impact and address existing and potential gaps in the efforts of the United Nations and the international community.

9.5 The monitoring of commitments and activities undertaken by African Governments and their international partners, including the United Nations system,

focusing on the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 and the evaluation of their impact, will promote mutual accountability and help accelerate the achievement of the Sustainable Development Goals and the aspirations of Agenda 2063.

9.6 Coordination efforts will draw on the results of the analysis, monitoring and evaluation activities conducted within the framework of the programme. They will facilitate coherence, foster complementarity, avoid duplication and align the United Nations system's and other international stakeholder's approaches with the perspectives of African Member States.

9.7 Support to Member States will seek to strengthen African Member States' capacities to implement and monitor the implementation of the 2030 Agenda and Agenda 2063 and facilitate their participation in various intergovernmental processes, as well as promote the integration of African perspectives into intergovernmental discussions in different areas.

9.8 Communication and advocacy activities will leverage the efforts undertaken under the other lines of action to amplify African and international voices and positions and help mobilize increased support for Africa's development, and develop global communications strategies on priority issues affecting Africa, in particular in the light of the United Nations decade of action.

9.9 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) There is continued financial and technical support from the international community for Africa's sustainable development;

(b) There is continued active engagement of United Nations entities in the revitalized interdepartmental task force on African affairs and engagement by Member States in the Africa Dialogue Series;

(c) There is continued operationalization of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, as well as the African Union-United Nations Framework on Human Rights, as the principal means of institutionalizing cooperation between the two organizations;

(d) Organizations working on African development issues and the African Union are committed to the implementation of joint activities and programmes in support of Agenda 2063, the 2030 Agenda and NEPAD;

(e) Activities of the Office of the Special Adviser on Africa as well as those of African Union Development Agency-NEPAD are not hampered by the coronavirus disease (COVID-19) pandemic.

9.10 The Programme integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office of the Special Adviser 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, 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' sustainable development. The Office also actively participates in and co-organizes side events on gender equality and women's empowerment with its strategic partners during the annual sessions of the Commission on the Status of Women that take place at United Nations Headquarters. Under subprogramme 2, the deliverable relating to

guidelines on mainstreaming cross-cutting issues into the work of the Regional Coordination Mechanism for Africa clusters includes principles and guidance on ensuring that a gender perspective is mainstreamed across the various clusters 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. Moreover, the annual session of the Regional Coordination Mechanism for Africa will have at least one panel discussion dedicated to gender issues, and gender balance will be ensured in the composition of the panel. Finally, under subprogramme 3, the Department of Global Communications promotes gender equality and women's empowerment by producing and disseminating communications products, including *Africa Renewal* magazine, 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 attempts 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.

9.11 With regard to cooperation with other entities, the three entities that implement the programme will continue to work closely with African Union institutions as a main partner, including the African Union Commission, the African Union Development Agency-NEPAD, the African Peer Review Mechanism and the African regional economic communities, among others. In addition, the Office of the Special Adviser on Africa, the Economic Commission for Africa and the Department of Global Communications will continue to promote partnerships with an array of Member States, international organizations and civil society, private sector, academic and other external stakeholders to enhance common approaches and synergies in their efforts to support Africa's development.

9.12 With regard to inter-agency coordination and liaison, the interdepartmental task force on African affairs will continue to serve as an instrument to facilitate consensus and foster the complementarity and coherence of the efforts that United Nations entities undertake to support Africa's development. In particular, the task force, as the main platform for coordination at the Headquarters level, will seek complementarities with the regional coordination mechanisms of United Nations entities in the field to promote the coherence and efficiency of United Nations actions, as well as to ensure their alignment with the global communications strategies of the United Nations. This complementarity will also be enhanced by an increased engagement with the Development Coordination Office that will result in a greater involvement of the resident coordinator system in the programme activities.

Legislative mandates

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

General Assembly resolutions

57/300	Strengthening of the United Nations: an agenda for further change	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
66/293	A monitoring mechanism to review commitments made towards Africa's development	73/335	New Partnership for Africa's Development: progress in implementation and international support
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)		

Economic and Social Council resolution

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

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) 2282 (2016)	United Nations-African Union cooperation Review of the United Nations peacebuilding architecture
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Deliverables

9.14 Table 9.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 9.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
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	2	2	2	2

Evaluation activities

9.15 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Under subprogramme 1, a self-evaluation, conducted by an independent contractor, of the Office of the Special Adviser on Africa;

(b) Also under subprogramme 1, regular, mandated evaluations of the programme by the Office of Internal Oversight Services.

9.16 The findings of the evaluations referenced above have been considered for the programme plan for 2021, providing key insights that have been instrumental in addressing the weaknesses and reinforcing the strengths of the previous strategic planning conducted by the Office of the Special Adviser, leading to an increased interrelation within the different components of the strategy and an enhanced results- and impact-based focus, as shown in the section on strategy below. Although the formal reports of the evaluations referenced above were issued during the later stages of the preparation of this proposal and therefore their findings have not been fully integrated into the programme plan for 2021, the preliminary conclusions of the evaluations facilitated the identification of common areas of action for the three subprogrammes and complementarities between their activities, leading to increased

coherence in programme planning as shown in the preceding section on strategy and external factors for 2021. Furthermore, the analysis of the impact of the Office's activities and their shortcomings has directly affected the types of performance measures proposed for 2021, thereby increasing the effectiveness of the results-based approach.

9.17 For 2021, the Office of the Special Adviser will conduct a self-evaluation of its global advocacy activities, in particular its role as co-organizer of the Tokyo International Conference on African Development.

Programme of work

Subprogramme 1

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

Objective

9.18 The objective, to which this subprogramme contributes, is to promote the effective implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States.

Strategy

9.19 To contribute to 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, the subprogramme will support the efforts of the Secretary-General to increase the coordination and coherence of the United Nations system in its support to Africa, in particular by acting as the focal point for NEPAD and Agenda 2063 at Headquarters, leading the interdepartmental task force on African affairs and coordinating the monitoring and evaluation of United Nations system support for Africa's development. These actions are expected to result in a strengthened cooperation with the African Union within the framework of United Nations-African Union partnerships, a more coherent and integrated approach of United Nations system support for Africa and increased complementarity of the activities taken by the United Nations and the African Union in support of the implementation of the 2030 Agenda and Agenda 2063. Past results in this area include the comprehensive overview of United Nations system support to Africa provided by the annual report to the Committee for Programme and Coordination, and the high-level events organized to bring NEPAD and Agenda 2063 priorities to Headquarters, such as the Africa Day side event held during the high-level political forum on sustainable development's review of the implementation of the Sustainable Development Goals.

9.20 The subprogramme will also support African Member States in their participation in intergovernmental processes, in particular with regard to debates of United Nations bodies, and provide assistance to intergovernmental deliberations on Africa, will follow up on global summits and conferences related to Africa and will coordinate the monitoring and evaluation of the international community's commitments to support Africa's development, including the private sector and civil society. These actions are expected to result in increased participation of African Member States in United Nations bodies, stronger alignment of intergovernmental discussions with African countries' priorities, more coherent outcomes of

intergovernmental processes that are evidence-based and take into account the mutual impact of peace and development in Africa and greater accountability of international stakeholders. Past results in this area include the Office of the Special Adviser's support to the three African Member States of the Security Council during the deliberations that led to Security Council resolution [2457 \(2019\)](#) on silencing the guns in Africa by the year 2020, as well as the reports of the Secretary-General on the implementation of the NEPAD agenda and the review of the implementation of commitments made towards Africa's development.

9.21 The subprogramme will also conduct research and analysis activities and initiate reports on critical new, emerging and cross-cutting issues affecting Africa, in particular those related to the linkages between peace and development, as well as manage knowledge created by think tanks, academia and other stakeholders in those issues. These actions are expected to result in an increased capacity by the United Nations system and the international community to address gaps and provide a more integrated response to challenges affecting Africa's development. Past results in this area include the contributions provided by the Office of the Special Adviser on Africa to the preparation of the United Nations strategies on the Sahel and the Horn of Africa, which have underlined the impact of interdependent factors, and the annual report of the Secretary-General on the causes of conflict in Africa as well as other reports, such as the report the Office prepared in partnership with the Organization for Economic Cooperation and Development and the Brookings Institution on the role of pension funds in financing Africa's infrastructure.

9.22 The subprogramme will further contribute to and develop a communications and global advocacy strategy in coordination with subprogramme 3, and continue to promote global advocacy in support of NEPAD and Agenda 2063, particularly through the Africa Dialogue Series. These actions are expected to result in an increased awareness and understanding by the international community of the priorities of the African Union and African countries, as well as an increased integration of their perspectives into global debates. Past results in this area include the 2019 Africa Dialogue Series, which provided a platform to discuss the challenges that triggered population displacements in Africa at the United Nations, high-level events on the sidelines of major United Nations conferences such as the Commission on the Status of Women and the Economic and Social Council Youth Forum and the Office's participation in high-profile public events such as the launching of the "Foresight Africa" reports, the Forum on China-Africa Cooperation, the Tokyo International Conference on African Development, and the Global Forum on Childhood Pneumonia.

Planned results for 2021

Result 1: delivering coherently and effectively for Africa's peace and development (result carried over from 2020)

9.23 The subprogramme will continue the work related to coordinating and guiding the preparation of Africa-related reports, inputs and advocacy, as well as ensuring coherence for and an integrated approach in support of the New Partnership for Africa's Development by the United Nations system and the international community, and the linkages among Africa's sustainable development, human rights and peace and security agenda in the context of the African Union's flagship initiative on "Silencing the Guns", in line with its coordination, monitoring, analysis and global advocacy mandate. In particular, the implementation of the reviewed methodology for the United Nations monitoring mechanism to review commitments made towards Africa's development will provide real-time updated information that will facilitate the

strengthening of coherence and coordination among relevant stakeholders. Furthermore, the Africa Dialogue Series will be consolidated as the main forum for discussion of African issues at the United Nations. A forum of scholars from Africa and the African Diaspora, as part of the Africa Dialogue Series, will put a particular focus on young researchers and aim to bridge the gap between policy and decision-making and research. Overall, the Office will continue to advocate for support to Africa's sustainable development and peace, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 9.2
Performance measure

2017	2018	2019	2020	2021
N/A	<ul style="list-style-type: none"> • 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 among sustainable development, peace and security 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • United Nations monitoring mechanism: access by Member States to enhanced and cutting-edge data on the allocation and flow of commitments, allowing the international community to eliminate major duplications and overlaps and speed up delivery where it is needed most • Up-to-date evidence-based policy decisions by all stakeholders 	<ul style="list-style-type: none"> • United Nations monitoring mechanism: implementation of the new methodology • Up-to-date evidence-based policy decisions by all stakeholders

2017	2018	2019	2020	2021
		<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Abbreviation: N/A, not applicable.

Result 2: amplified African voices at intergovernmental processes (new result)

9.24 Small permanent missions do not always have the capacity to participate fully in all intergovernmental processes. As a consequence, despite Africa being one of the main focuses of United Nations action and debates, the voices of African countries and the African Union do not always feature in the discussions. Since its establishment, the Office of the Special Adviser on Africa has strived to help address this situation by aligning its activities with the African Union's priorities, providing complementary platforms for Africa-focused discussions and making its technical expertise available to African countries.

9.25 For example, since the adoption of the 2030 Agenda for Sustainable Development, the high-level political forum for sustainable development has been undertaking annual reviews of its implementation, coinciding with the high-level segment of the Economic and Social Council. The Office of the Special Adviser has identified areas where African Member States could benefit from its technical expertise and from additional platforms to hold more in-depth discussions. For example, the Office responded to an initial request by African Member States during the 2016 Africa Regional Forum on Sustainable Development to provide them with a platform at Headquarters in New York that would allow them to share experiences and best practices. This practice has been institutionalized in collaboration with the strategic partners of the Office, including the African Union, the United Nations Development Programme and the Economic Commission for Africa in the form of

“Africa Day at the high-level political forum”. This practice has since become a vehicle for a peer-learning exercise that allows African Member States and others to be better prepared for their voluntary national reviews, raise awareness on Africa’s development trajectory, mobilize support, open channels of communication with key development partners (which enables them to make better use of the official high-level political forum processes), and ensure that Africa’s priorities remain at the top of the implementation agenda of the global development system.

9.26 Based on the positive response of African Member States, the Office has created other Africa-focused platforms as side events of other major United Nations meetings, such as the Commission on the Status of Women and the Economic and Social Council Youth Forum. Furthermore, in 2019 the Office started to provide, in cooperation with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, briefings to the African Member States that are non-permanent members of the Security Council to better inform their participation in the Council’s discussions through the perspective of the interlinkages between peace and development. In 2020, the Office initiated a project on strengthening the capacity of African countries to implement policies that interlink humanitarian, development and peace and security aspects. The project seeks to further strengthen African countries’ capacities to design and implement integrated policy responses and will feed into the process of preparation of the fifth United Nations Conference on the Least Developed Countries to support the inclusion of an integrated approach into the intergovernmental discussions. In that regard, in 2021, the Office of the Special Adviser and its strategic partners, which include the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Group of African States, ECA and the United Nations Conference on Trade and Development (UNCTAD), will organize a consultative meeting and provide technical support to the negotiations assisting African least developed countries in formulating their common policy positions, as was done during the negotiations for the 2030 Agenda for Sustainable Development.

Internal challenge and response

9.27 The challenge for the subprogramme was to create a platform which would allow for thorough interaction among African Member States while at the same time not distracting from or competing with the official programme of work of the high-level political forum. In partnership with the Permanent Observer Mission of the African Union to the United Nations, the Office has so far organized half-day workshops prior to the beginning of the official forum process. Another challenge was insufficient opportunities for interaction that would allow knowledge-transfer and information-sharing, which would enhance the technical capacity of African Member States to provide input to intergovernmental discussions to ensure that their perspectives and specific interests were taken into account and reflected in the outcome documents of the forum. In response, the subprogramme will take into account the growth in the number of African Member States presenting their voluntary national reviews and will organize a workshop ahead of the official programme of work of the forum that will provide African Member States ample opportunity to engage in informal, yet substantive, interactions on the themes of the high-level political forum and to receive technical support from the Office to streamline their participation in voluntary national reviews. The Office will also increase the number of briefings to Member States and make technical information and knowledge available to them through policy briefs and factsheets to facilitate their participation in other United Nations bodies, such as the Economic and Social Council or the Peacebuilding Commission. The Office will work with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries

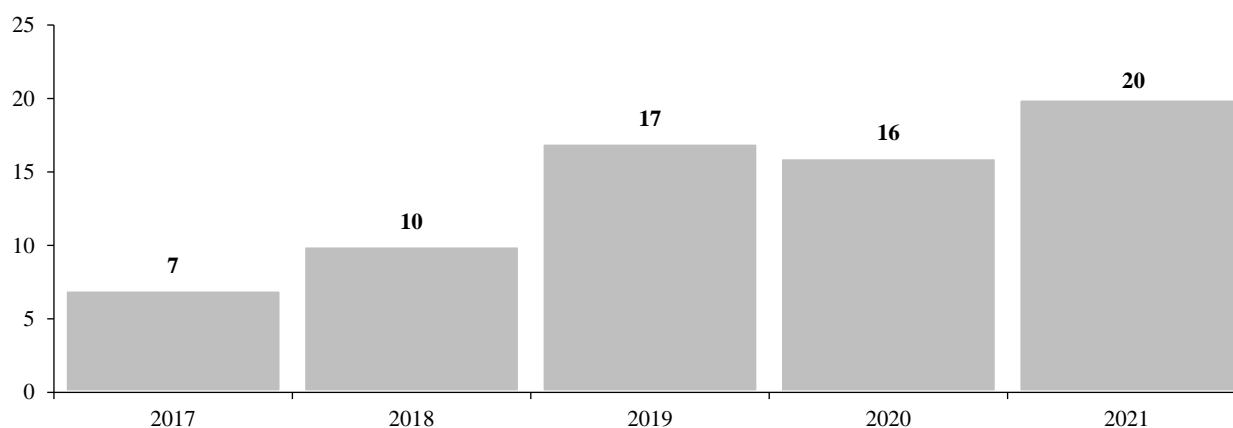
and Small Island Developing States, ECA and UNCTAD to introduce an integrated approach that takes into account the mutual impact of peace and development as part of the discussions of the fifth United Nations Conference on the Least Developed Countries.

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

9.28 This work is expected to contribute to ensuring 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, which would be demonstrated by 20 African Member States participating in the voluntary national review process and using the platform provided by the Office of the Special Adviser and its strategic partners. Furthermore, it is expected that African Member States will increase their participation in intergovernmental discussions for a better understanding by the United Nations membership and the international community at large of the challenges and opportunities that African Member States face in implementing the Sustainable Development Goals and the 2063 Agenda, using the experience gained through continued interactions with and experience in sharing the platforms provided by the Office of the Special Adviser on Africa. This will lead to the inclusion of African countries' perspectives in official forums and conferences, including but not limited to the forthcoming fifth United Nations Conference on the Least Developed Countries, where a new programme of action for those countries to succeed the Programme of Action for the Least Developed Countries for the Decade 2011–2020 is expected to be adopted, as well as increased capacity by the United Nations system to analyse and address gaps in its actions, enabling the cross-fertilization of its work in order to better service African Member States' sustainable development, peace and security and human rights needs and priorities.

Figure 9.I

Performance measure: annual number of African countries participating in voluntary national reviews



Legislative mandates

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

General Assembly resolutions

53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	70/262	Review of the United Nations peacebuilding architecture
63/1	Political declaration on Africa's development needs	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
65/1	Keeping the promise: united to achieve the Millennium Development Goals	73/335	New Partnership for Africa's Development: progress in implementation and international support
66/288	The future we want		
67/293	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	73/336	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
67/294	New Partnership for Africa's Development: progress in implementation and international support		

Deliverables

9.30 Table 9.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert groups				
Parliamentary documentation (number of documents)	3	3	4	3
1. Report of the Secretary-General to the General Assembly on the New Partnership for Africa's Development	1	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	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	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	—	—	2	2
5. Workshops on Africa's sustainable development, peace and security	—	—	2	2
Publications (number of publications)	1	1	1	—
6. Publication on strengthening regional conflict-prevention capabilities in Africa	1	1	—	—
7. Publication on the review of commitments made towards Africa's development	—	—	1	—
Technical materials (number of materials)	6	6	9	11
8. Reports on Africa's sustainable development, peace and security	4	4	5	6
9. Policy briefs	2	2	4	5

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: coordination of the interdepartmental task force on African affairs; research, analysis, advice and advocacy for internal and external stakeholders; follow-up on the outcomes of the seventh Tokyo International Conference on African Development; support for informal meetings of Member States on Africa-related issues; panel discussions and briefings to Member States, with a particular focus on the Group of African States, involving other stakeholders, including the private sector, academia, think tanks and civil society, on current and emerging issues regarding sustainable development, peace and security, and human rights in Africa; consultations related to the United Nations monitoring mechanism to review commitments made towards Africa's development; follow-up to major United Nations conferences; Africa Dialogue Series as a global policy dialogue platform.

Fact-finding, monitoring and investigation missions: missions related to the operationalization of the United Nations monitoring mechanism as well as the preparation of parliamentary documentation and technical materials related to sustainable development, peace and security, and human rights of African Member States.

Databases and substantive digital materials: updates on policy developments; online knowledge repository/dashboard/toolkits; update and maintenance of a database of African think tanks and non-governmental organizations.

D. Communication deliverables

Outreach programmes, special events and information materials: awareness-raising events, toolkits and pamphlets on sustainable development, peace and security, and human rights in Africa.

External and media relations: press releases, press conferences and media dialogues on issues related to sustainable development, peace and security, and human rights in Africa.

Digital platforms and multimedia content: update and maintenance of the website of the Office.

Subprogramme 2

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

Objective

9.31 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity 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

9.32 To contribute to the acceleration of the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity 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, the subprogramme will 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 coherence between development, peace and security, and human rights where appropriate into policies and strategies of selected African Union organs and agencies. In addition, the subprogramme will conduct targeted studies on transboundary issues relevant to Africa's regional integration drive. The support for regional economic communities and intergovernmental organizations will be carried

out in collaboration with the subregional offices 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. These actions are expected to result in events which will serve as important platforms to deliberate on findings, proffer solutions and promote networking, as well as to inform policy frameworks and strategies of African Union organs and agencies. Furthermore, they will serve to generate interest and demand in technical assistance and advisory services relevant to advancing the two Agendas. The subprogramme will collaborate with the regional Development Coordination Office, resident coordinators and United Nations country teams in the implementation of activities.

9.33 Past results in these areas include progress in the implementation of the domestic resource mobilization agenda and the Programme for Infrastructure Development in Africa. The subprogramme and the African Union Development Agency-NEPAD, in collaboration with the regional economic communities, completed a continental framework designed to accelerate the implementation of the Dakar Agenda for Action and, in particular, the 16 transboundary infrastructure projects endorsed by African Heads of State and Government at the 2014 Dakar Financing Summit for Africa's Infrastructure. The subprogramme supported the development of a model law on private sector investment in financing transboundary infrastructure projects which was adopted in July 2017. The results of the work on transboundary projects and domestic resource mobilization inspired the implementation of the Lamu Port, South Sudan, Ethiopia transport initiative, a multimodal transport corridor involving Ethiopia, Kenya and South Sudan aimed at promoting intra-Africa trade.

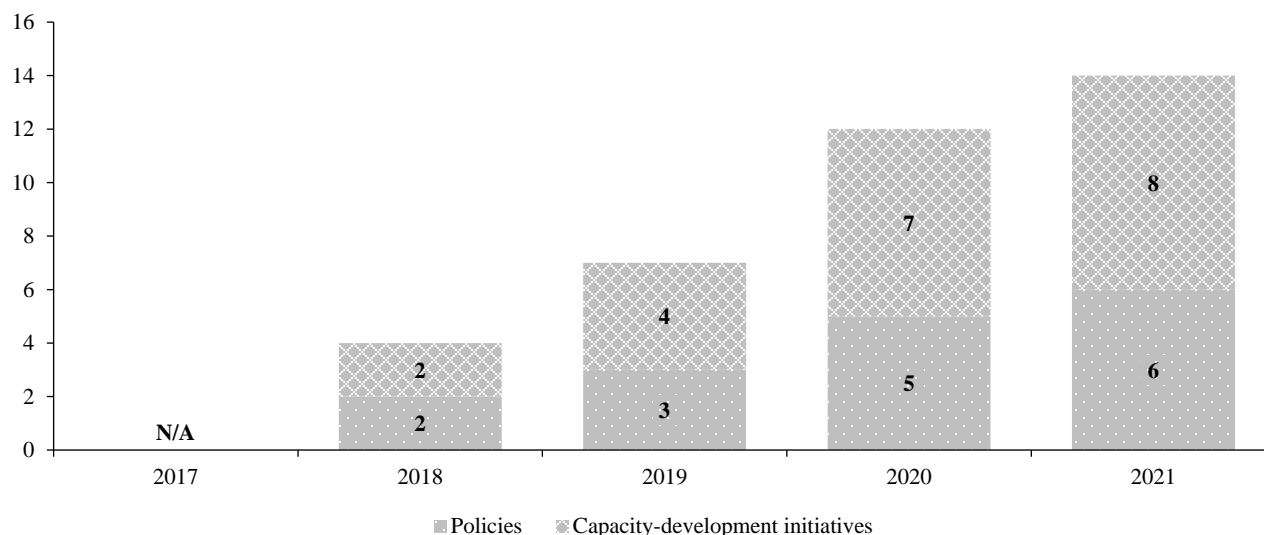
Planned results for 2021

Result 1: implementation of joint workplans: working together to deliver for Africa (result carried over from 2020)

9.34 The subprogramme will continue to promote an integrated approach in the implementation of Agenda 2063 and the 2030 Agenda, taking into account the seven strategic priorities of the African Union, in line with its mandate, and will undertake a study on the same to inform the subsequent development of a road map to foster such an integrated approach in policies and strategies of African Union organs and agencies for the implementation of the two Agendas, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 9.II

Performance measure: number of joint policies and capacity-development initiatives



Abbreviation: N/A, not applicable.

Result 2: ensure coherent and integrated support in the United Nations support to the implementation of Agenda 2063 and the 2030 Agenda

9.35 In 2017 and 2018, the Secretary-General of the United Nations and the Chairperson of the African Union Commission signed cooperation frameworks on peace and security, and on development. The lead agencies for the implementation of the frameworks are the United Nations Office to the African Union and ECA, respectively. Another framework on human rights is expected to be signed in 2020, with the Office of the United Nations High Commissioner for Human Rights serving as the lead United Nations agency. All the cooperation frameworks are relevant to the work of the United Nations and the African Union. However, there is a need to avoid a silo approach and to ensure an integrated approach in their implementation, taking into consideration, within existing mandates, the linkages between development, peace and security, and human rights. The mapping of the two existing cooperation frameworks and the seven strategic priorities of the African Union mentioned above was carried out with this in mind.

9.36 In 2021, the subprogramme will promote coherence and coordination in the implementation of the three frameworks, taking into account the seven strategic priorities of the African Union. This will be accomplished through a study on the same to inform the subsequent development of a road map for enhancing support to an integrated approach in the implementation of Agenda 2063 and the 2030 Agenda.

Internal challenge and response

9.37 The challenge for the subprogramme was to mobilize and galvanize a broader engagement in support of its work. In response, the subprogramme will leverage the opportunity provided by the findings of the evaluation undertaken by the Office of Internal Oversight Services and will reorient its work towards synergistic implementation with the Office of the Special Adviser and the Department of Global Communications of the outcomes of the plans emanating from the Regional Coordination Mechanism for Africa. This will lead to a road map that enhances support to policies and strategies at the national level.

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

9.38 This work is expected to contribute to the acceleration of the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in the context of the United Nations-African Union cooperation frameworks and the seven strategic priorities of the African Union through enhanced capacity of African Union organs and agencies at the regional and subregional levels, which would be demonstrated by the adoption of a road map that promotes an integrated approach for the implementation of the 2030 Agenda and Agenda 2063 policies and strategies of at least two African Union organs and agencies.

Table 9.4
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	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	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	Adoption of a road map to enhance integrated approaches in the implementation of the 2030 Agenda and Agenda 2063 policies and strategies of at least two African Union organs and agencies

Abbreviation: N/A, not applicable.

Legislative mandates

9.39 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	71/320	New Partnership for Africa's Development: progress in implementation and international support
61/296	Cooperation between the United Nations and the African Union	73/335	New Partnership for Africa's Development: progress in implementation and international support
71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027		

Economic and Social Council resolution

1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields

Deliverables

9.40 Table 9.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.5

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	1
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	1	–
3. Report of the retreat of clusters of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms (expert body)	1	1	1	–
4. Report on capacity development related to Agenda 2063 and the 2030 Agenda	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	8	28	12	8
5. Annual session of the Regional Coordination Mechanism for Africa	4	4	4	–
6. Session of the subregional coordination mechanisms	4	16	4	–
7. Annual implementation review retreat of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms	–	8	4	–
8. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	–	–	–	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	1	1
9. Fellowship on the linkages among the development, peace and security, and human rights ^a	–	–	1	1
Seminars, workshops and training events (number of days)	1	–	–	4
10. Workshop on the Regional Coordination Mechanism for Africa	1	–	–	–
11. Workshops on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	–	–	–	4
Publications (number of publications)	4	3	4	3
12. Progress report of Regional Coordination Mechanism for Africa clusters	1	1	1	–
13. Progress report of subregional coordination mechanisms	1	1	1	–
14. Publication on topics specific to the work of the Regional Coordination Mechanism for Africa	1	1	1	–
15. Publication on Agenda 2063 and the 2030 Agenda	–	–	–	1
16. Publications on topics related to African Union organs and agencies	1	–	1	2
Technical materials (number of materials)	2	1	2	4
17. Progress on decisions of the Regional Coordination Mechanism for Africa	1	1	–	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
18. Web-based information on the work of the subprogramme	–	–	–	1
19. Guidelines and policy papers	1	–	2	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services, upon request, by ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and regional economic communities; meetings and advocacy on capacity-building support for the African Union in the context of United Nations-African Union frameworks.

D. Communication deliverables

Outreach programmes, special events and information material: launch of publications; promotional materials.

Digital platforms and multimedia content: website on the work of the programme.

^a 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

9.41 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

9.42 To contribute to the achievement of the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, the subprogramme will develop global strategic communications plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD and the African Union's Agenda 2063, and for the achievement of the 2030 Agenda for Sustainable Development, with the aim of ensuring that such plans are implemented in coordination with the rest of the Department of Global Communications, the United Nations Communications Group and the United Nations system as a whole, and in particular with the Office of the Special Adviser on Africa and ECA, as well as the Regional Coordination Mechanism for Africa.

9.43 Activities will include producing external communications content, including *Africa Renewal* magazine, a range of additional digital content across online platforms, background notes, and press releases for use by external media, both African and international, and the provision of external communications support to the Office of the Special Adviser. These actions are 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.

9.44 Past results in these areas include the successful production of six issues of *Africa Renewal* magazine in both English and French and an increased number of visits and page views on the *Africa Renewal* website, as well as an increased number of online news features republished by media in different countries as a result of continuing interest and growth in social media engagement.

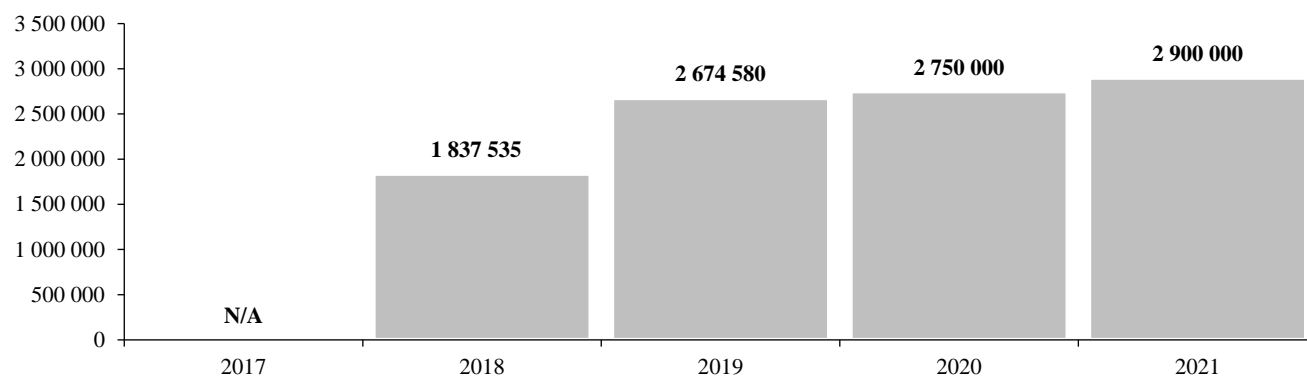
Planned results for 2021

Result 1: *Africa Renewal* goes digital (result carried over from 2020)

9.45 The subprogramme will continue the work related to communication to younger audiences, in line with its mandate, and will develop attractive content and explore innovative dissemination methods to strengthen engagement with youth, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 9.III

Performance measure: annual number of visitors to the *Africa Renewal* website



Note: During 2018, traffic to the website was negatively affected owing to technical difficulties. Google Analytics was unable to access traffic data from the *Africa Renewal* website from April to August 2018. The issue was resolved in late August.

Result 2: highlighting Africa's challenges and priorities in a digital and multilingual world (new result)

9.46 The Department of Global Communications has been advocating for the importance of a gradual shift of focus to digital media and embracing multilingualism as a method of reaching a broad spectrum of the population, especially youth, who form the largest population group in Africa. Several reports and analyses recognized that the effectiveness of communication efforts relies on a change in content dissemination approach to reach those receiving information through the Internet using mobile devices. In Africa, some 750 million people are using mobile phones in 2020, and that number is expected to hit 1 billion by 2025. This will significantly affect people's consumption of printed publications.

9.47 However, Member States also recognize the limited access to the Internet in parts of Africa, especially in rural areas. The cost of data can also prevent access in certain parts of the continent, but costs are expected to drop with increased investments in infrastructure as the African Continental Free Trade Area, operationalized in 2019, is implemented.

9.48 The subprogramme therefore increased investments in digital content and formulated a plan to gradually decrease the number of printed copies of *Africa Renewal* magazine from 40,000 to 20,000. As a result, a new website and a multilingual mobile phone app featuring content in addition to the magazine content were designed and developed.

Internal challenge and response

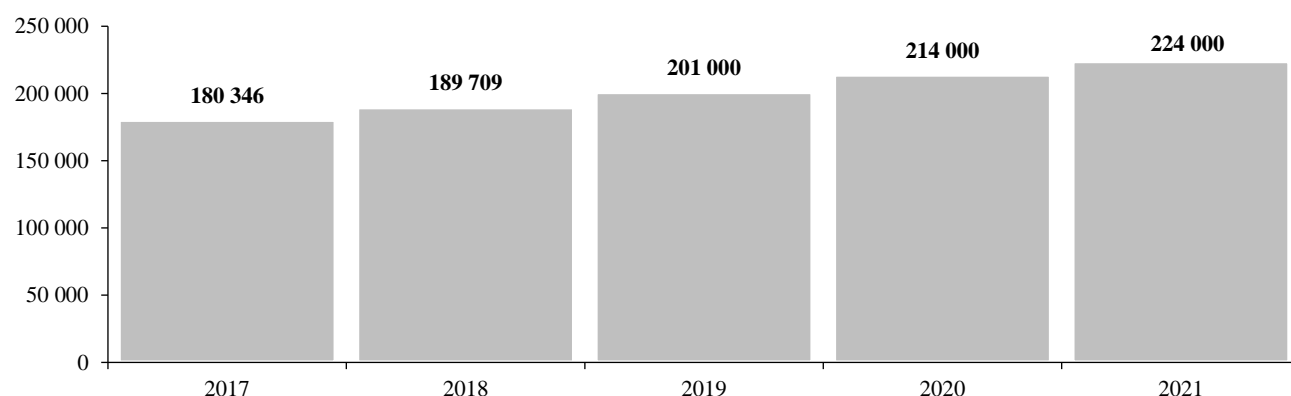
9.49 The challenge for the subprogramme was to produce and obtain digital content from as many African countries as possible for the revamped website and other digital channels in at least one African language (Kiswahili). In response, the subprogramme will identify stringers and correspondents in the least covered countries, as well as increase efforts to collaborate with universities in Africa for language translations.

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

9.50 This work is expected to contribute to the achievement of the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, which would be demonstrated by 224,000 followers of the social media accounts of *Africa Renewal*. In addition, the number of website visits is expected to grow from 2.7 million in 2019 to 2.9 million in 2021.

Figure 9.IV

Performance measure: number of followers of the *Africa Renewal* social media account



Legislative mandates

9.51 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

9.52 Table 9.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.6

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	6	6	6	6
1. <i>Africa Renewal</i> magazine	6	6	6	6
D. Communication deliverables				
<p>Outreach programmes, special events and information materials: partnerships with editors and writers in major media houses in Africa and other countries to republish <i>Africa Renewal</i> magazine articles 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 and the General Assembly; contributions to the work of the Advocacy and Communications Cluster of the Regional Coordination Mechanism for Africa and the interdepartmental task force on African affairs.</p> <p>External and media relations: 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; press releases, media advisories and other public information material, as well as publicity in support of these initiatives.</p> <p>Digital platforms and multimedia content: digital products, including websites, e-newsletters, mobile phone apps and social media channels.</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 2021

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, with a particular focus on developing countries, including the least developed countries, landlocked developing countries and small island developing States; 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 those three pillars, while remaining responsive and accountable to all member States. UNCTAD addresses interrelated issues essential to all countries for 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 digital economy, with due consideration to the increasing impact of those subjects on global trade and development.

10.4 UNCTAD will continue supporting 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, but with important contributions to Goals 2, 5, 12, 15 and 16. In addition, UNCTAD will continue contributing to the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, supporting monitoring and follow-up to the means of implementation of the 2030 Agenda. The 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, 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, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and 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 quadrennial session, to be held in 2020 in Bridgetown, which will be an important moment for member States to come together to discuss recent developments and long-term trends in the area of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development and to take stock of the achievements, and the shortfalls, of the first four years of implementation of the Sustainable Development Goals.

10.6 Enhancing its efficiency, effectiveness, transparency and accountability, UNCTAD has strengthened its systems for planning, monitoring and evaluation over the last four years. It will continue efforts to build a culture of results-based management across the organization, through training and guidance, and will increase internal capacity for collecting and reporting data on results.

10.7 With regard to the external factors, the overall plan for 2021 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 quadrennial session of UNCTAD, to be held in Bridgetown in 2020, that reaffirms the existing work

programme, and there is a positive outcome of the Twelfth Ministerial Conference of the World Trade Organization;

(e) The outcome of the Fifth United Nations Conference on the Least Developed Countries, which is to take place in Doha from 21 to 25 March 2021, will be as agreed.

10.8 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate and in line with its mandate and gender mainstreaming strategy. Its flagship reports examine the gender dimension of their main themes and contain analyses of international trade policies through a gender lens. Similarly, activities such as the UNCTAD “Borderline” initiative, which is being implemented in six border districts of Malawi, the United Republic of Tanzania and Zambia, equip women with information on trade rules and customs procedures and help them reduce business costs and expand opportunities by strengthening their entrepreneurship skills. In 2021, 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. The internal statistics coordination task force will enhance the availability and quality of statistics to help policymakers develop gender-responsive and inclusive trade and development policies.

10.9 With regard to cooperation with other entities, UNCTAD will continue to combine its expertise with the reach and presence of partners in order to maximize the impact provided to beneficiaries. UNCTAD is actively engaged with the United Nations development system reform process and is, for example, 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. In addition, UNCTAD has concluded partnership agreements with various international organizations and non-governmental organizations, academic institutions and private sector entities. It will continue to enhance partnership mechanisms with the private sector by updating its due diligence guidelines, drawing from experiences of the United Nations Global Compact. UNCTAD will use its convening power to bring various stakeholders to debate, exchange experiences, identify best practices and develop global standards with regard to the most pressing issues. The 2019 UNCTAD eCommerce week, for example, attracted over 1,500 participants from civil society, academia, the scientific community and the technology industry to forge closer partnerships with the private sector and thus build capacity and provide the necessary tools for the transformation of the digital economy.

10.10 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 of 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 and Expert Group on Sustainable Development Goal Indicators, supporting monitoring of and follow-up to the means of implementation of the 2030 Agenda. Moreover, UNCTAD continues to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in delivering operational activities “as one” at the country level, in collaboration with 14 other entities.

Legislative mandates

10.11 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)	74/201	International trade and development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/202	International financial system and 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

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/519/Add.2	Report of the United Nations Conference on Trade and Development on its fourteenth session: Nairobi Maafikiano
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate		

Deliverables

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

Table 10.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	9	10
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 United Nations Conference on Trade and Development (UNCTAD) expertise	1	1	1	1
3. Reports on matters requiring action by the Trade and Development Board in follow-up to the fifteenth quadrennial session of the Conference	1	1	1	1
4. Conference room papers or working papers prepared for the Working Party on the Strategic Framework and the Programme Budget	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	1	1	–	–
7. Report on the external evaluation of UNCTAD subprogramme	–	–	–	1
8. Review of the technical cooperation activities of UNCTAD and their financing: report by the Secretary-General of UNCTAD	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	28	28	28	28
9. Meetings of the Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	26	26	26	26
10. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	11	9	9	9
11. 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
12. 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	1	1	1
13. Raúl Prebisch lecture to transfer knowledge on topical trade and development issues	1	1	1	1
14. Geneva multi-stakeholder dialogues to share and transfer knowledge on topical international trade and development issues	2	–	1	1
15. High-level events with UNCTAD special advisers and advocates to contribute to transferring knowledge	2	2	1	1
16. Cabinet briefings to share and transfer knowledge, including at the ministerial level, on the definition and coordination of national development strategies oriented towards sustainable development	2	1	1	1
17. Civil society networking event (“HiveTalk”) to share and transfer knowledge	–	1	1	1
Technical materials (number of materials)	10	10	12	10
18. Policy briefs on trade and development issues to generate and transfer knowledge	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
19. Reports on evaluations of United Nations Development Account projects and of external evaluations required by contribution agreements	8	8	10	8
20. Secretary-General opinion pieces	1	1	1	1

C. Substantive deliverables

Databases and substantive digital materials: UNCTAD annual report, UNCTAD civil society database and civil society e-alerts.

D. Communication deliverables

Outreach programmes, special events and information materials: “UNCTAD at a Glance”; civil society outreach activities; regional outreach materials; press kits and flyers for flagship publications; public information materials on UNCTAD (including brochures, posters and folders); and specialized information sessions for students, delegates and academics visiting UNCTAD and, upon request, in other locations.

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 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 and publications, and press and public information materials, including information on evaluation.

Evaluation activities

10.13 The following evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Synthesis of the five subprogramme evaluations and update on the status of implementation of recommendations;
- (b) Self-evaluation of the eTrade for All initiative;
- (c) Self-evaluation of investment promotion partnerships for the development, marketing and facilitation of bankable Sustainable Development Goal projects;
- (d) Self-evaluation of building the capacity of policymakers in developing countries to address regulatory and institutional gaps in the field of sovereign debt governance;
- (e) Self-evaluation of supporting member States in developing and launching sustainable product export strategies through national sustainable product export reviews;
- (f) Self-evaluation of building the capacities of selected least developed countries to upgrade and diversify their fish exports;
- (g) Self-evaluation of strengthening the capacities of policymakers to assess implications of non-tariff measures in international trade and formulate appropriate policy responses;
- (h) Self-evaluation of building capacities of developing countries to shift towards sustainable freight transport;
- (i) Self-evaluation of supporting small island developing States in their efforts to build economic resilience.

10.14 The findings of the evaluations referenced above have been taken into account for the programme plan for 2021. UNCTAD is committed to programme and organizational effectiveness as well as sustainable and robust development results. The evaluations have affirmed the relevance of the stated objectives and areas of work

within the subprogrammes and projects. The evaluations have also observed the unique role of UNCTAD in fostering an equitable global economic environment for sustainable development, as reiterated in the Nairobi Maaikiano, and that the work of UNCTAD is crucial to the success of the 2030 Agenda. On results attained, the evaluations have shown that UNCTAD has contributed towards a number of intended results at the national, regional and global levels. For example, a subprogramme evaluation identified that a diagnostic trade integration study produced for Ethiopia was used to mainstream trade considerations into the five-year national plan of that country. Another example was identified from the evaluation of the support of UNCTAD for upgrading fish exports, which was cited as being useful in the revision of the sanitary control regulation for products of aquatic origin in Mozambique.

10.15 A synthesis of the evaluations of UNCTAD subprogrammes and a review of outcomes from the implementation of recommendations show how evaluations have contributed towards strengthening UNCTAD subprogrammes. For example, new UNCTAD secretariat-wide initiatives have been established to strengthen collaboration and interdivisional dialogue, such as the Crossing the Line Initiative. On gender mainstreaming, for example, subprogramme 2, on investment and enterprise, responded to a recommendation to make the goals of gender equity and women's empowerment more explicit in its work by mainstreaming the gender dimensions across the three pillars of its work. In the area of research and policy analysis, since 2017, all the flagship reports of UNCTAD examine the gender dimension of their main themes and contain analyses of international trade policies through a gender lens.

10.16 The following evaluations and self-evaluations are planned for 2021:

- (a) Evaluation of subprogramme 1: globalization, interdependence and development;
- (b) Eight evaluations of completed projects.

Programme of work

Subprogramme 1

Globalization, interdependence and development

Objective

10.17 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

10.18 To contribute to the advancement of 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, the subprogramme will continue to identify specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through its three pillars, namely research and analysis, intergovernmental deliberations 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 to meet the challenges of globalization and of Sustainable Development Goal implementation. This work is expected to result in a better understanding of the coherence between international economic rules, practices and processes and national policies and development strategies. Past results in this area include the reframing of the debate and formulation by the subprogramme of the idea of a Global Green New Deal to enhance policy coordination for global growth and sustainable development. The full impact of national initiatives to achieve the 2030 Agenda will only be realized if they are linked up and supported through complementary regional and global arrangements and structures. The subprogramme's proposal of a Global Green New Deal includes concepts for consideration by member States to that end. The Global Green New Deal contributed to a better understanding of coherence between international economic rules and national policies and to supporting developing countries in their efforts to formulate development strategies by proposing a pathway to move from decisions to actions via building a more integrated policy framework for delivering the Sustainable Development Goals.

10.19 To further contribute to the advancement of 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, the subprogramme will continue to provide high-quality and timely statistics and will support the efforts of developing countries to develop their national statistical systems by providing technical assistance and capacity-building programmes. This work is expected to result in strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States. Past results in this area include the production of the first set of comprehensive trade-in-services statistics, with the subprogramme's technical assistance, by the eight countries of the West African Economic and Monetary Union, and the delivery of training on merchandise and services trade statistics to more than 2,000 people from 116 countries, of whom almost 40 per cent were women, using cost-efficient and environmentally sustainable e-learning technologies. Substantial progress has been made, jointly with the United Nations Office on Drugs and Crime, on developing a conceptual statistical framework for indicator 16.4.1 of the Sustainable Development Goals, on illicit financial flows. That work resulted in the Inter-Agency and Expert Group on Sustainable Development Goal Indicators reclassifying the indicator as tier 2, in recognition of the progress achieved. Furthermore, the General Assembly requested UNCTAD to report to the Assembly, at its seventy-fifth session, on the promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development through its *SDG Pulse* report (see Assembly resolution [74/206](#)).

10.20 To contribute to the achievement of progress towards a durable solution to the debt problems of developing countries, the subprogramme will 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 and the implementation of Sustainable Development Goals 16 and 17 to facilitate progress on debt and development finance issues. In addition, the subprogramme will provide technical assistance, training and support for developing countries. This work is expected to result in strengthened national capacities for effective debt management. Past results in this area include the provision of analysis and warnings

in relation to the dangers of growing private indebtedness, including in developing countries, and the provision of estimates for the impact of Sustainable Development Goal financing gaps on debt sustainability in 30 developing countries, broadening the country coverage for the provision of early warning systems to 32 countries.

10.21 To contribute to 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, 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. This work is expected to increase the understanding of developing countries of the global economic environment and of policy choices for inclusive and sustained development. Past results in this area include the sharing of successful policy experiences for structural transformation among developing countries in the identified policy areas, such as trade and industrialization, macroeconomic policy and structural transformation. By building capacity to formulate policies for diversification, innovation and structural transformation, the subprogramme has promoted economic integration in the Southern Africa region through industrial policy coordination and support for regional value chains.

10.22 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 support the Palestinian people, in line with paragraph 55 (dd) of the Nairobi Maafikiano. Past results in this area include the recognition of the work of UNCTAD (for example, reports on fiscal leakage) that has been used as input for a number of international forums. In addition, UNCTAD advisory services enabled the Palestinian Central Bureau of Statistics and the Palestine Economic Policy Research Institute to econometrically model the Palestinian economy.

Planned results for 2021

Result 1: a methodology to measure illicit financial flows – improving the prospects for sustainable development (result carried over from 2020)

10.23 The subprogramme will continue the work related to illicit financial flows, in line with its mandate, and will provide capacity-building to countries for a more accurate estimate of illicit financial flows, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.2
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of methodology and reliable statistics on illicit financial flows in the balance of payments statistics	Availability of a methodology for measuring illicit financial flows in the balance of payments statistics	Inclusion of the new methodology in the balance of payments statistics of nine participating African countries	Nine participating countries start using the new methodology in the balance of payments statistics

Abbreviation: N/A, not applicable.

Result 2: improving industrial policy and fostering regional value chains in Southern Africa (new result)

10.24 The subprogramme has been working in several regions to support member States in their efforts to achieve sustained growth, inclusive and sustainable development, full employment and decent work for all. UNCTAD analysis showed that economic growth in Southern Africa since the mid-1990s had been driven mostly by external factors, while productivity gains in the region had been small and structural transformation had been slow. Despite those difficulties, Southern African economies seem well placed for developing value chains at the regional level. As shown in recent research by UNCTAD⁴ and the Economic Commission for Africa,⁵ the southern part of the continent stands out both in terms of integration and trade complementarity. Recognizing those peculiarities and the importance of regional productive integration as a means of revitalizing the industrial sector and fostering economic growth, the Southern African Development Community (SADC) has adopted a common industrial strategy with the goal of promoting the development of an integrated industrial base within SADC through the exploitation of regional synergies in value-added production and the enhancement of export competitiveness, including by collaboration in the development of regional value chains with targeted interventions.

10.25 The subprogramme has supported the efforts of SADC to facilitate the development of regional value chains and foster industrial policy coordination. Cooperating with SADC, the Organization for Economic Cooperation and Development, the Economic Commission for Africa and the United Nations Industrial Development Organization (UNIDO), the subprogramme identified opportunities for cooperation in the mining equipment, agroprocessing and electricity sectors and proposed a series of concrete policy measures to be adopted at the domestic and at the regional levels. The measures include finalizing the SADC Regional Qualifications Framework, developing a knowledge-sharing platform on local content policies under the SADC Industrialization Strategy and harmonizing standards within SADC for key commodities and promoting a regional supermarket pact. The complete list of 21 proposals were included in the integration agenda and are now reflected in the official outcome document of the regional workshop co-organized by the Ministry of Industry, Trade and Investment of the United Republic of Tanzania, UNIDO and SADC and held in Dar es Salaam, United Republic of Tanzania, in December 2017.

Internal challenge and response

10.26 The challenge for the subprogramme was that initially it did not put enough emphasis on the relationship between the public and private sectors in the process of implementation of the regional value chains framework. After identifying the priority areas of member States and policy measures, achieving an intergovernmental convergence on those policies and communicating them to policymakers, the subprogramme expected the private sector in SADC countries to respond to the new framework by developing existing regional value chains and investing in new ones. That, however, has not happened yet.

10.27 The subprogramme has recognized the challenge and has also recognized that the identification of opportunities and further proposal of policy measures does not translate automatically into results on the ground, as insufficient focus was placed on communicating and receiving the buy-in of the private sector in that endeavour. In response, the subprogramme will follow up by supporting the beneficiary countries to

⁴ “Structural transformation and export diversification in Southern Africa” (UNCTAD/GDS/ECIDC/2017/5).

⁵ *Economic Report on Africa 2015: Industrializing Through Trade* (United Nations publication, Sales No. E.15.II.K.2).

build up value chains in the region and helping them to implement policy strategies that take into account the regional component and are aimed at productive integration in the identified areas. The subprogramme will also help to establish a regular dialogue between the public and the private sectors and provide industrial policy capacity-building for policymakers in several countries of the region.

10.28 In particular, subprogramme will: (a) assist the Government of Mauritius on the formulation of an industrial policy and strategic plan for Mauritius for the period 2020–2025 and facilitate discussion with critical stakeholders through the organization of two national workshops; (b) assist the Government of Mozambique in the assessment and revision of the industrial policy strategy launched in 2018 and facilitate discussion with critical stakeholders through the organization of a national workshop; and (c) explore the potential of integrating the manufacture and production of crops for non-food uses in the region and foster connections among critical actors in order to build a fully-fledged value chain in the textile sector, with a specific focus on Mauritius and the United Republic of Tanzania.

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

10.29 This work is expected to contribute to the advancement of 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, which would be demonstrated by the increased engagement of the private sector in public policy discussions and expanded cross-border activities of firms in the region. Furthermore, it will be demonstrated by enhanced interaction between critical stakeholders in the highly promising but underdeveloped textiles value chain and in the development of industrial policy strategies able to sustain and incentivize private investment towards promising sectors. In turn, these results are expected to ultimately foster sustainable industrialization and growth through regional value chain development, in line with Sustainable Development Goals 8 and 9.

Table 10.3
Performance measure

2017	2018	2019	2020	2021
No industrial policy framework in Southern African Development Community (SADC) countries aimed specifically at the formation and development of regional value chains	Request made to the United Nations Conference on Trade and Development to support 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	Sectors in which regional value chains could be established and relevant stakeholders brought together identified and presented to several countries in SADC and to private sector companies	Increased engagement of private sector in economic policy discussions and expanded cross-border activities of firms in the region

Legislative mandates

10.30 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	74/203	External debt sustainability and development
72/227	Role of the United Nations in promoting development in the context of globalization and interdependence	74/205	Financial inclusion for sustainable development
73/240	Towards a New International Economic Order	74/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
74/10	Committee on the Exercise of the Inalienable Rights of the Palestinian People		
74/117	Assistance to the Palestinian people		

Deliverables

10.31 Table 10.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.4

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	9	11	10
1. Reports for the General Assembly, including on external debt sustainability and development, South-South cooperation, assistance to the Palestinian people, the economic cost of occupation to the Palestinian people, and the situation of and assistance to Palestinian women	5	4	5	5
2. Report of and background documents for the fifteenth quadrennial session of the United Nations Conference on Trade and Development (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	3	3	3
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
Substantive services for meetings (number of three-hour meetings)	32	24	43	24
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 quadrennial session of UNCTAD, including preparatory meetings	6	–	25	–
8. Annual and executive sessions of the Trade and Development Board	5	3	3	3
9. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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	6
12. Debt Management Conference	6	6	–	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	19	19	19	19
13. Project on enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	1	1	1
14. Project on trade in services development for the member countries of the West African Economic and Monetary Union	1	1	1	1
15. Project on development policies for sustainable economic growth in Southern Africa	1	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
Seminars, workshops and training events (number of days)	126	128	126	126
18. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations, sovereign borrowing and lending, and globalization, trade and development	30	32	30	30
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	6
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	90	90	90
Publications (number of publications)	10	9	11	10
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
Technical materials (number of materials)	12	12	12	12
26. Policy and statistical briefs on macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	6	6	6	6
27. Economic and maritime statistical country profiles	2	2	2	2
28. Debt Management and Financial Analysis System documentation and software	3	3	3	3
29. Training materials on debt management	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: 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.

Databases and substantive digital materials: UNCTAD financial database; world economic macromodellers Database; UNCTAD statistical data centre; and Financial Stress and Debt Sustainability Indicators.

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: lectures and presentations on external debt, development finance and macroeconomic and development policy issues; and e-newsletters and brochures on the Debt Management and Financial Analysis System and the Virtual Institute.				
External and media relations: 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.				
Digital platforms and multimedia content: Debt Management and Financial Analysis System; Virtual Institute; and UNCTADStat.				

Subprogramme 2 Investment and enterprise

Objective

10.32 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

10.33 To contribute to the advancement of inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification, and job creation, the subprogramme will continue to assist member States through research and policy analysis in order to design and implement active policies at both the national and international levels, ensuring enhanced investment and entrepreneurship for sustainable development. This work is expected to result in member States making progress towards achieving the Sustainable Development Goals, particularly Goal 1 (including through the creation of sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions (target 1.B)), Goal 8 (including through the promotion of development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small and medium-sized enterprises (target 8.3)), Goal 10 (including through the encouragement of financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes (target 10.B)) and Goal 17 (including through enhancing the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources (target 17.16)), as well as all other Goals through scaling up the mobilization of public and private finance towards Sustainable Development Goal-related sectors.

10.34 The subprogramme will also monitor, assess and analyse global and regional trends and prospects and prepare the annual *World Investment Report* and other analytical publications. This work is expected to result in an 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. Past results in this area include the

provision of timely, relevant and quality information on international investment trends and policies. The *World Investment Report* was downloaded 330,000 times each year over the past three years and cited, on average, 2,900 times in academic journals. The information contained in the *Investment Policy Monitor* and the *Global Investment Trends Monitor* and in the ground-breaking *Sustainable Development Goals Investment Trends Monitor* allows for informed policymaking.

10.35 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 development objectives. Past results in this area include significant progress in the ability of developing countries and economies in transition to design and implement policies to attract investment and increase its contribution to sustainable development. Tracking foreign direct investment flows over time has shown that the 15 countries whose investment policy review implementation has been assessed saw their annual foreign direct investment inflows increase by an average 206 per cent in the five years following the investment policy review compared with the average annual inflows in the five years before the review.

10.36 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. This work is expected to result in additional resources leveraged and channelled towards global investment development objectives. Past results in this area include the Sustainable Stock Exchanges guidance on environmental, social and governance reporting, which encourages stock exchanges to introduce guidance on environmental, social and governance disclosure (sustainability reporting). As the result of a Sustainable Stock Exchanges campaign, the number of stock exchanges that have implemented such guidance has grown from 14 to 47.

10.37 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 through promoting best practices in corporate social responsibility and accounting and reporting. This work is expected to result in enhanced understanding of enterprise development issues and ability to boost productive capacity, inclusive growth and sustainable development through enterprise development policies. Past results in this area include the publication of *Guidance on Core Indicators for Entity Reporting on Contribution towards Implementation of the Sustainable Development Goals*, which was endorsed by the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting at its thirty-sixth session, held in Geneva from 30 October to 1 November 2019 and attended by some 400 participants. The Working Group requested its wide dissemination. Ten companies have already reported that they use the guidance.

10.38 The subprogramme will also foster dialogue and an exchange of best practice on investment and enterprise development issues through consensus-building mechanisms and its World Investment Forum. This work is expected to result in policy proposals, innovations and tools that can be disseminated to member States to gain traction and drive sustainable development. Past results in this area include important decisions, yielded by the 2018 World Investment Forum, to create the Ambassadors Round Table to facilitate interaction between diplomats, international organizations and the private sector and to establish Geneva as a global implementation hub for the Sustainable Development Goals. The second Round Table was held in November 2019 and participants considered an UNCTAD report showing a mixed picture of both investment trends and monitoring capacities across the 10 Sustainable Development Goal investment sectors. Overall, the 2018 World Investment Forum attracted more

than 6,000 participants to Geneva. They included 11 Heads of State, over 50 ministers and a significant number of public officials and sovereign wealth fund managers. Almost 2,000 private sector leaders participated, including executives of global companies and stock exchanges, in 75 sessions organized in collaboration with more than 50 international partners. With such broad participation, the 2018 Forum reached the full spectrum of the financial community and was confirmed as the preeminent global platform for high-profile stakeholder engagement on financing for the Sustainable Development Goals. According to 88 per cent of the respondents to the post-Forum survey, the Forum advanced the objectives of the 2030 Agenda.

Planned results for 2021

Result 1: a favourable and enabling environment for investing in the Sustainable Development Goals (result carried over from 2020)

10.39 The subprogramme will continue the work related to the promotion of investment in support of sustainable development and Sustainable Development Goal-related sectors, in line with its mandate, and will assist countries in developing policies and strategies to mobilize and channel private investment for sustainable development and maximizing the impact of such investment, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.5
Performance measure

2017	2018	2019	2020	2021
N/A	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 Goal-relevant sectors	Frameworks and tools on attracting investment in Sustainable Development Goal-relevant sectors start being used by beneficiaries	Eighty per cent of beneficiaries from United Nations Conference on Trade and Development (UNCTAD) assistance reporting on the successful implementation of recommendations, strategies and policies aiming at attracting investment in Sustainable Development Goal sectors	Eighty per cent of beneficiaries from UNCTAD assistance reporting on the successful implementation of recommendations, strategies and policies aiming at attracting investment in Sustainable Development Goal sectors (the number of beneficiary countries over the year to increase)

Abbreviation: N/A, not applicable.

Result 2: an investment chain to bridge the Sustainable Development Goal financing gap (new result)

10.40 The subprogramme has been working towards enhancing the ability of developing countries and countries with economies in transition to design and implement strategies and policies to attract investment and enhance its contribution to inclusive growth and the Sustainable Development Goals. The vast scope of economic, social and environmental targets set out under the Goals requires enormous

investment, and current levels of investment fall well short, with an annual investment gap of \$2.5 trillion in developing countries alone that needs to be bridged. Since 2014, and building on its action plan for investing in the Sustainable Development Goals (a set of priority actions that could constitute a significant big push for the Goals), the subprogramme has, at the request of member States, placed a greater emphasis on the development and promotion of frameworks and tools, such as the development of pipelines of bankable projects aimed at attracting investment in Sustainable Development Goal-related sectors. These frameworks and tools will support the capacity-building of developing countries in their efforts to close the Sustainable Development Goal investment gap, especially at the country programme level.

Internal challenge and response

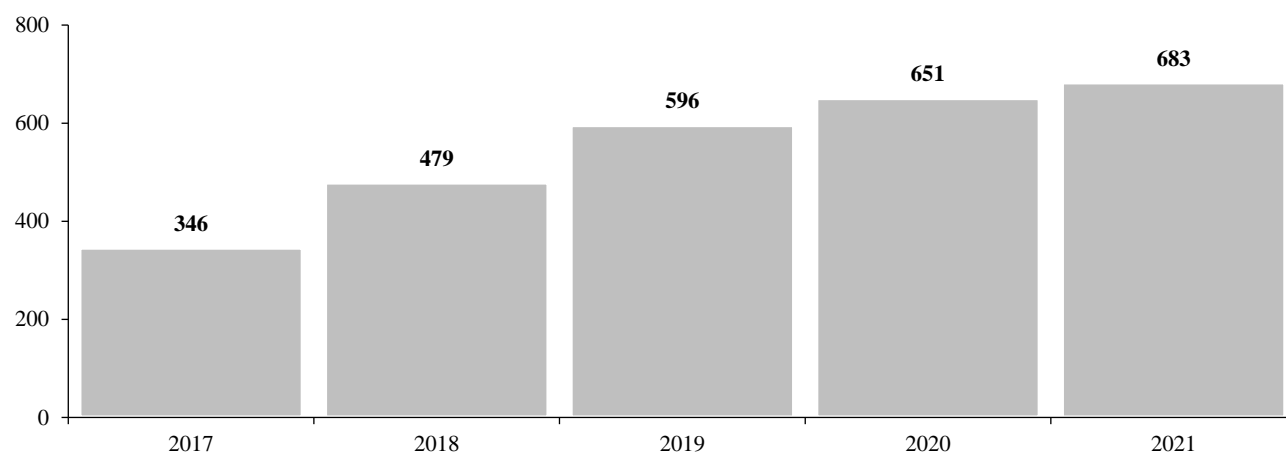
10.41 The challenge for the subprogramme was that the focus on traditional investors in its activities, such as multinational enterprises, had proved insufficient to bridge the vast level of funding required to fulfil the objectives set by the 2030 Agenda. In response, the subprogramme will broaden its 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 (the upstream and downstream of the investment chain). By engaging and forging partnerships with these investment-development stakeholders, the subprogramme will be able to support the pooling of additional resources and the channelling of them towards global investment-development objectives.

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

10.42 This work is expected to contribute towards advancing inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation, which would be demonstrated by 683 individual investment stakeholders adhering to UNCTAD principles and recommendations in 2021 as they support the capacity-building of developing countries in their efforts to close the Sustainable Development Goal investment gaps, especially at the country programme level.

Figure 10.I

Performance measure: total number of individual investment stakeholders adhering to United Nations Conference on Trade and Development principles and recommendations



Legislative mandates

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

General Assembly resolutions

73/225	Entrepreneurship for sustainable development	74/199	Promoting investments for sustainable development
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Deliverables

10.44 Table 10.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.6

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	7	9	8
1. Report of the Secretary-General to the General Assembly on investment and entrepreneurship for sustainable development	–	–	1	1
2. Report of and background documents for the fifteenth quadrennial session of the United Nations Conference on Trade and Development (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	4	4	4
5. Reports for the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	28	24	68	24
6. Meetings of the fifteenth quadrennial session of UNCTAD, including preparatory meetings	4	–	24	–
7. Meetings of the Trade and Development Board	2	2	2	2
8. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2
9. Meetings of the Investment, Enterprise and Development Commission and related expert meetings	14	14	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	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	50	56	52	60
12. Projects on regional investment issues analysis	3	3	3	3
13. Projects on investment policy reviews and investment facilitation enhancement	8	8	8	8
14. Projects on special economic zones	–	–	–	2
15. Projects on international investment agreements	8	8	8	8

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
16. Projects on investment promotion and facilitation	3	3	3	3
17. Projects on intellectual property rights for development	—	1	—	1
18. Projects on investment guides	4	4	4	2
19. Projects on business facilitation	10	10	10	10
20. Projects on enterprise development and business linkages	4	4	4	3
21. Entrepreneurship Development Programme (EMPRETEC) projects	5	5	5	6
22. Projects on accounting and reporting	2	2	2	3
23. Projects on the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals	3	3	5	5
24. Projects on institutional investors	—	1	—	2
25. Projects on family businesses	—	2	—	2
26. Projects on responsible investment	—	2	—	2
Seminars, workshops and training events (number of days)	107	113	107	107
27. Seminars on foreign direct investment, its development dimension and the themes of the <i>World Investment Report</i>	6	6	6	6
28. Training workshops on best practice in national and international policies related to investment	8	8	8	4
29. National workshops on investment policy reviews, follow-up and investment facilitation enhancement	10	10	10	14
30. Training workshops on international investment statistics and survey methodologies	5	5	5	5
31. Ad hoc expert discussions on key foreign direct investment issues	3	3	3	3
32. Training workshops on investment promotion and facilitation for policymakers, investment promotion officials and diplomats	14	14	14	10
33. Training workshops on the negotiation, implementation and reform of international investment agreements	15	15	15	15
34. Ad hoc expert discussions on investment policies for sustainable development	4	4	4	4
35. Training workshops on intellectual property for development	10	10	10	10
36. Training workshops on enterprise development policies	16	18	16	16
37. Training seminars on accounting and sustainability reporting	6	6	6	6
38. Workshops and seminars on responsible investment issues	4	6	4	4
39. Ad hoc expert discussions on enterprise competitiveness issues	6	6	6	6
40. Seminars on institutional investors and sustainable development	—	1	—	2
41. Ad-hoc expert discussions on family businesses	—	1	—	2
Publications (number of publications)	24	24	25	25
42. <i>World Investment Report</i> and its overview	2	2	2	2
43. Publications on investment issues for development, including the <i>Transnational Corporations Journal</i> , best practices and lessons learned in foreign direct investment in least developed countries, and responsible investment	7	7	7	7
44. 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	9	9	9
45. Publications on investment promotion and facilitation	3	3	3	3
46. Publications on enterprise development	1	1	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
47. Publications on accounting and reporting, including the International Standards of Accounting and Reporting annual review, the series on accounting and reporting	2	2	2	2
Technical materials (number of materials)	9	15	9	13
48. <i>Global Investment Trends Monitor</i> (series), including <i>Sustainable Development Goal Investment Trends Monitor</i>	—	4	—	4
49. Investment guides	2	3	2	2
50. Reports on measures affecting international investment	2	2	2	2
51. International investment agreement issue notes	2	2	2	2
52. Policy briefs on intellectual property rights for development	2	2	2	1
53. Training materials on enterprise development and business linkages	1	1	1	1
54. 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 Governments, 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, business facilitation, and accounting and reporting standards; and advocacy and advisory services to investment promotion agencies, special economic zones and other stakeholders in the global investment chain, and EMPRETEC centres.				
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 update (2); EMPRETEC newsletter (2); newsletters on responsible investment (5); World Investment Forum report; booklets; and newsflashes.				
Digital platforms and multimedia content: Global Registration Portal; and Investment Policy Hub.				

Subprogramme 3

International trade and commodities

Objective

10.45 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

10.46 To contribute to ensuring that international trade and commodities are an engine for prosperity, inclusiveness and sustainable development through the participation of all member States, the subprogramme will continue to promote the implementation of measures by developing countries and economies so that they better integrate and benefit 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 and capacity-building), 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 and to the Sustainable Development Goals Report.

10.47 The subprogramme will also continue to support trade and trade-related decision-making of developing countries to better deal with the impacts of subsidies, tariffs and non-tariff measures. This work is expected to result in the 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 the strengthened trade and trade-related decision-making of developing countries. Past results in this area include strengthened capacity of developing countries for informed trade and trade-related decision-making, with the help of analysis provided on trade trends and trade policy and training activities, which has assisted economic policymakers in identifying and addressing tariff and non-tariff market access barriers in their countries. Between 2018 and 2019, at least eight specific actions aimed at reducing or addressing non-tariff barriers were achieved in bilateral and regional negotiations with the support of the subprogramme and more than 300 stakeholders indicated the usefulness of subprogramme's research and trade analysis products such as the Trade Analysis and Information System, the World Integrated Trade Solution and the Transparency in Trade initiative.

10.48 The subprogramme will also continue to provide assistance for enhancing the implementation of measures by developing countries, in particular least developed countries, to integrate beneficially into the international trading system at the international and regional levels. This includes the provision of targeted support to countries in their engagement in different phases of negotiations, including those aimed at the development of negotiating modalities for trade in goods and services, providing analysis to facilitate the evaluation of alternative scenarios and provisions and assisting national officials at all stages of the WTO accession process. This work is expected to result in more countries achieving positive development outcomes in relation to increased trade integration and activity. Past results in this area include the enhanced participation of countries and institutions in regional and multilateral trade agreements, as evidenced by at least 20 actions that were taken by countries and institutions with the support of the subprogramme, including the adoption of negotiating positions, the preparation of draft proposals and the identification of policy options in the context of WTO processes and negotiations following the Eleventh Ministerial Conference of WTO, WTO accession, the negotiations on the Agreement Establishing the African Continental Free Trade Area and Greater-Arab Free Trade Area and South-South trade cooperation under the Global System of Trade Preferences and the second High-level United Nations Conference on South-South Cooperation.

10.49 Furthermore, the subprogramme will continue to provide support for building the capacities of commodity-dependent developing countries to address trade and development problems associated with the commodity economy, including commodity dependence. This work is expected to result in their improved capacity to seize opportunities emerging from commodity trade and enhanced international and regional cooperation. Past results in this area include improved understanding of the challenges and policy options relating to commodity production and trade in countries with economies that are dependent on commodities and increased capacities to design policies aimed at the diversification of export earnings and promoting value-added production. Four countries (Uganda, United Republic of Tanzania, Zambia and Zimbabwe) benefited from capacity-building workshops, delivered by the subprogramme, that included drafting and submitting the national action plans agreed at each national workshop.

10.50 The subprogramme will also continue to provide support for enhancing the adoption, improvement and enforcement of national and regional competition and consumer protection legislation, through the provision of best practices, model laws and peer reviews. This work is expected to result in more countries having revised or implemented competition and consumer protection legislation and institutional

frameworks. Past results in this area include the strengthened capacities of several Middle East and North African countries, as well as Latin and Central American countries, towards effective competition and consumer protection enforcement, the completion of legal assessments of the national competition law of Belarus and of the regional competition rules of the Eurasian Economic Union, and the provision of technical assistance.

10.51 The subprogramme will also continue to promote, according to the needs of member States, the design and implementation of trade, environment and sustainable development objectives and creative economic strategies at all levels. This work is expected to result in member States harnessing opportunities for trade in environmentally preferable products, including biotrade and creative industries, and to increase capacities to assess the economic potential of the ocean-based sectors and devise integrated sustainable use and trade action plans. Past results in this area include an increased number of developing countries and countries with economies in transition that have designed and implemented policies, programmes, normative initiatives and institutional arrangements to harness opportunities for trade in environmentally preferable products, including biotrade, supported by 34 studies produced by the subprogramme on the greening of exports, the oceans economy, climate change, biotrade and the creative economy and 19 workshops delivered at the national level on the Sustainable Development Goals and biodiversity, fisheries, the oceans economy, trade and climate change, including workshops in Angola, Lebanon and the Republic of Moldova on green export strategies and green growth.

10.52 The subprogramme will also 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 region- and country-based activities. This work is expected to result in improvements in the capacity of member States to identify and address gender-specific trade barriers and gender-specific obstacles on the supply side. Past results in this area include over 900 participants (571 women and 331 men) from 138 developing countries, least developing countries and countries with economies in transition benefiting from capacity-building activities undertaken by the subprogramme since 2015 by taking part in the online courses on trade and gender, with 59 per cent of them stating that the courses were “excellent” and 28 per cent stating that they were “very good”. Moreover, 150 women, all informal and small-scale traders, were trained on how to formalize their businesses in the framework of the UNCTAD “Borderline” initiative, which is being implemented in six border districts of Malawi, the United Republic of Tanzania and Zambia. Through the initiative, the traders are equipped with information on trade rules and customs procedures and are helped to reduce business costs and expand opportunities by strengthening their entrepreneurship skills. The first workshop took place at the border between Tunduma and Nakonde, between the United Republic of Tanzania and Zambia, on 11 November 2019, followed by sessions at the border between Kasumulu and Songwe (between Malawi and the United Republic of Tanzania) and the border between Mchinji and Mwami (between Malawi and Zambia) in November and December 2019.

Planned results for 2021

Result 1: unleashing the potential of women informal cross-border traders (result carried over from 2020)

10.53 The subprogramme will continue the work related to informal cross-border trade, in line with its mandate, and will provide assistance to informal cross-border traders for improved access to formal trade channels that would boost cross-border

trade and make their businesses thrive beyond subsistence levels, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.7
Performance measure

2017	2018	2019	2020	2021
N/A	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 to increasing knowledge about basic entrepreneurial skills. Benefits also to customs officers who attended the training on trade rules and procedures	More than half of the women trained take steps to switch to formal trade channels and have a good understanding of how to scale up and/or diversify their business. The pilot training programme delivered at six border areas in Malawi, the United Republic of Tanzania and Zambia is expected to be replicated in other border posts and possibly in a different region, building on its positive results	At least two more countries in the same region express interest in replicating the approach and implementing the training programme for women in informal cross-border trade

Abbreviation: N/A, not applicable.

Result 2: oceans economy – supporting small island developing States and coastal developing countries in realizing economic benefits from the sustainable use of marine resources (new result)

10.54 In response to its mandate, contained in the Nairobi Maafikiano, the subprogramme has been working in several regions to support member States, in particular developing countries, in their advancement of Sustainable Development Goal 14 and their approach to the oceans economy, including in the design and implementation of national economic development strategies for the conservation and sustainable use of oceans and their resources seeking to promote sustainable trade in ocean-based sectors. In 2019, UNCTAD undertook various research pieces to support developing countries from a development perspective on fish subsidies negotiations, fish subsidies and non-tariff measures, and on WTO notification requirements. It also produced a special report entitled “Advancing Sustainable Development Goal 14: sustainable fish, seafood value chains, trade and climate”. This is an important issue, particularly for small island developing States and coastal developing countries, as they are often characterized by vulnerable economies with small land areas that are experiencing the devastating effects of climate change.

Internal challenge and response

10.55 The challenge for the subprogramme was ensuring access to accurate data at the country level on levels of harvesting, landings, trade and prices in targeted fish species. In response, the subprogramme will complement the data gaps and plans to develop a framework that will allow for the extraction of relevant data from the Organization for Economic Cooperation and Development Fisheries Support Estimate database or that have been submitted under WTO notifications. By ensuring the availability of comprehensive data on fisheries and subsidies, the subprogramme will strengthen the capacities of member States to formulate and further adopt national oceans economies and trade strategies aimed at conservation and the sustainable use of oceans and their resources while seeking to promote sustainable trade in ocean-based sectors.

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

10.56 This work is expected to contribute to ensuring that international trade and commodities are an engine for prosperity, inclusiveness and sustainable development through the participation of all member States by building economic diversification, value addition and resilience in coastal economies through the development of sectors related to the oceans economy (in particular, fisheries), which would be demonstrated by the formulation and adoption of national oceans economies and trade strategies by two countries, as well the implementation of priority actions by an increased number of member States.

Table 10.8
Performance measure

2017	2018	2019	2020	2021
Member States have an increased awareness of the importance of the oceans economy as a result of United Nations Conference on Trade and Development (UNCTAD) activities at the Eleventh Ministerial Conference of the World Trade Organization, the first Oceans Forum on Trade-related Aspects of Sustainable Development Goal 14 and two field missions on national oceans economies and trade strategies	Member States have an increased understanding of the importance of national oceans economies 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 economies and trade strategies, including as a result of the United Nations Trade Forum	Member States have increased their capacities to formulate national oceans economies and trade strategies, including as a result of the oceans economy ministerial round table at the fifteenth quadrennial session of UNCTAD	At least two member States adopt national oceans economies and trade strategies

Legislative mandates

10.57 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

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

Table 10.9

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	21	22	21
1. Reports to the General Assembly on international trade and development, and world commodity trends and prospects	2	2	1	2
2. Report of and background documents for the fifteenth quadrennial session of the United Nations Conference on Trade and Development (UNCTAD)	1	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	7	7	8	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	9	10	10
Substantive services for meetings (number of three-hour meetings)	42	37	64	33
6. Meetings of the General Assembly (Second Committee)	2	2	2	2
7. Meetings of the Economic and Social Council	1	1	—	—
8. Meetings of the fifteenth quadrennial session of UNCTAD, including preparatory meetings	1	1	24	—
9. Annual and executive sessions of the Trade and Development Board	2	2	2	2
10. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2
11. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	23	18	23	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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
13. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	15	26	21	24
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 boost intra-African trade, in particular in the least developed countries, and dispute settlement and commercial diplomacy	7	15	9	13
15. Project on collecting, monitoring, reporting and disseminating data on non-tariff measures	1	1	1	1
16. Projects on generalized and global systems of trade preferences, on trade, environment and development and on assistance to commodity-dependent countries in achieving greater diversification and value addition	6	8	8	8
17. Projects to assist developing countries in acceding to the World Trade Organization (WTO), formulating development-oriented trade policies and strengthening the creative economy	1	2	3	2
Seminars, workshops and training events (number of days)	86	168	124	125
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	24	105	48	57
19. Capacity-building for developing countries, in particular least developed countries and economies in transition, on trade policy, skills for competition and consumer protection agencies, sustainability standards, and gender and trade	45	41	58	40
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	9	6	10	10
21. Panel discussion on 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	9	2	12
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	5	4	4
Publications (number of publications)	36	48	31	35
25. Publications on trade and sector-specific publications	4	6	1	5
26. Publications on trade, multilateralism and the Sustainable Development Goals	13	18	14	12
27. Publications on trade trends and policy in the international context	9	14	9	8
28. Publications on trade, market efficiency and consumer welfare, and on competition and consumer protection policy	4	4	4	4
29. Publications on trade, commodities, economic diversification and value addition	6	6	3	6
Technical materials (number of materials)	16	19	17	13
30. Reports on UNCTAD work with competition and consumer protection policies and on the Global Commodities Forum	1	1	2	2
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	7	3	3
32. <i>Manual on Consumer Protection</i>	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
33. Model law on competition	1	–	2	1
34. Materials on competition and consumer protection under the UNCTAD Research Partnership Platform	2	1	2	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. Flagship report of the United Nations Forum on Sustainability Standards	–	–	1	–
38. UNCTAD, Department of Economic and Social Affairs of the Secretariat and regional commissions reports <i>World Economic Situation and Prospects</i>	1	1	1	1
39. Training modules on topics in international trade negotiations	5	6	3	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on trade-related decision-making, 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.

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; events on illicit trade (2); creative economy event; 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.

External and media relations: press releases and op-eds.

Digital platforms and multimedia content: proceedings of meetings conducted by the subprogramme; online training course on non-tariff measures; 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.

Subprogramme 4 Technology and logistics

Objective

10.59 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

10.60 To contribute to harnessing innovation and technology for inclusive and sustainable trade and development in developing countries and economies in transition, the subprogramme will continue to foster international dialogue and consensus-building as the secretariat of the Commission on Science and Technology for Development, which is expected to result in the implementation of the outcomes of the World Summit on the Information Society and the implementation of the Technology Facilitation Mechanism. The subprogramme will also continue to 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. This work is expected to result in better-informed policies and decision-making on science, technology and innovation and their interactions with development objectives. The subprogramme will also provide technical assistance on science, technology and innovation for development through science technology and innovation policy reviews, supporting the implementation of technology assessment and foresight exercises in developing countries and inputs to the United Nations inter-agency task team on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism. This work is expected to result in better capacities of beneficiary countries to harness science, technology and innovation to support their national development strategies. Past results in this area include the science, technology and innovation policy reviews undertaken for Ethiopia and Panama in 2019. In Panama, the recommendations of the science, technology and innovation policy review were used by the National Secretariat for Science, Technology and Innovation as a major input for the preparation of the new national science, technology and innovation policy document for the period 2020–2025. In Ethiopia, the Ministry of Innovation and Technology has requested UNCTAD support on the formulation of the new science, technology and innovation policy, taking into consideration the findings of the science, technology and innovation policy review. This ultimately contributed to progress towards target 9.b of the Sustainable Development Goals, on supporting domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

10.61 To contribute to harnessing e-commerce and the digital economy for inclusive and sustainable trade and development in developing countries and economies in transition, the subprogramme will continue to facilitate international dialogue and consensus-building through servicing the Intergovernmental Group of Experts on e-Commerce and the Digital Economy and eCommerce Week, including its regional editions. This work is expected to result in increased consensus on and awareness of policy requirements to harness the digital economy for development. The subprogramme will also carry out research and analysis on the digital economy and e-commerce and development, including through the flagship publication *Digital Economy Report* and other reports analysing policy options on e-commerce and the digital economy. The subprogramme will also respond to a rapidly growing number of requests for capacity-building on this specific subject from developing countries, especially least developed countries. In addition, the subprogramme will provide technical assistance and advisory services, including by undertaking Rapid eTrade Readiness Assessments, assisting in the development of national e-commerce strategies and legal frameworks on e-commerce, undertaking the statistical measurement of e-commerce and the digital economy and coordinating the multi-stakeholder eTrade for All initiative and managing the eTrade for Women initiative. This work is expected to result in the strengthened capacity of developing countries and least developed countries to harness the digital economy for development objectives, including in terms of integrating women and vulnerable groups into e-commerce and the digital economy. Past results in this area include groundbreaking research and analysis conducted by the subprogramme, captured in the *Digital Economy Report 2019*, which highlighted the role of digital data and platformization as the two main drivers of value creation in the digital era. The report contained proposals for concrete socioeconomic and legal and regulatory policy responses to bridge existing divides, which will support member States in progress towards achieving Sustainable Development Goal 8, on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This analysis will feed into the next session of the Intergovernmental Group of Experts on e-Commerce and the Digital Economy, at the request of member States, and, for the first time, into the discussions of the Trade and Development Board and various sessions of eCommerce

Week. The Working Group on Measuring E-commerce and the Digital Economy was set up as a result of those intergovernmental deliberations and it is preparing guidelines for the production of statistics on the digital economy.

10.62 To contribute to improving trade logistics for inclusive and sustainable trade and development in developing countries and economies in transition, the subprogramme will continue to carry out research and analysis on trade facilitation and transport and development, including through the flagship report *Review of Maritime Transport* and other research reports containing analysis of data and policy options for developing countries to improve transport, trade facilitation and trade logistics legislation. The subprogramme will also continue to address specific trade logistics challenges, including those affecting small island developing States and landlocked countries, including through the development and implementation of appropriate institutions, legal frameworks and technical solutions for the facilitation of trade and transport. This work is expected to result in 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 the Automated System for Customs Data (ASYCUDA). The subprogramme will also continue to support the active participation of developing countries in transport-related and trade facilitation intergovernmental dialogue and negotiations, including at the regional level, and will further support them in the implementation of the resulting outcomes related to trade facilitation. This work is expected to result in improved capacity to implement trade facilitation and transport measures for sustainable development. Past results in this area include improved efficiency and sustainability of trade logistics as a result of ASYCUDA being implemented or upgraded in over 22 countries, resulting in improved regulatory compliance, faster goods clearance and increased tariff revenues. UNCTAD also supported the Transit Transport Coordination Authority of the Northern Corridor, which connects countries in East Africa along a North-South axis, and the Central Corridor Transit Transport Facilitation Agency, which connects the same countries along an East-West axis, resulting in the preparation of sustainable freight transport strategies and action plans, contributing to progress towards Sustainable Development Goal 9. Progress has also been made in the areas of climate change impacts and adaptation for seaports and other coastal transport infrastructure, as the work of UNCTAD on these areas has informed key international discussions and references on the issue, including *Global Warming of 1.5°C: An IPCC Special Report on the Impacts of Global Warming of 1.5°C above Pre-Industrial Levels and Related Global Greenhouse Gas Emission Pathways, in the Context of Strengthening the Global Response to the Threat of Climate Change, Sustainable Development, and Efforts to Eradicate Poverty* (Intergovernmental Panel on Climate Change, 2018) and the *IPCC 2019 Special Report on the Ocean and Cryosphere in a Changing Climate* (Intergovernmental Panel on Climate Change, 2019).

10.63 To contribute to increasing human capacities for inclusive and sustainable trade and development in developing countries and economies in transition, the subprogramme will deliver targeted training activities to relevant stakeholders and government experts in the field of trade and the related fields of finance, technology, investment and sustainable development through the regional and Geneva-based courses on key issues on the international economic agenda. This work is expected to result in better capacity of developing countries to assess, analyse and formulate policies on important issues related to macroeconomy, trade, investment and technology, including information and communications technology, for development. The subprogramme will also deliver capacity-building services through its Training Development in the Field of International Trade (TrainForTrade) programme, which is aimed at reinforcing the human capacities in developing countries on various aspect of trade and development policies, including port management. This work is expected to result in developing countries being in a better position to plan and implement trade and development policies that are more inclusive

and sustainable. Past results in this area include the enhanced capacity of 120 countries to produce reliable international trade statistics after the support from the TrainForTrade course, in partnership with the Statistics Division of the Secretariat and WTO. For instance, following the 2019 TrainForTrade blended-learning activities, States members of the West African Economic and Monetary Union presented the first trade-in-services statistical data for their countries during a dedicated workshop held in Togo in December 2019 under the auspices of UNCTAD, contributing to progress towards Sustainable Development Goal 16, including target 16.6, on developing effective, accountable and transparent institutions at all levels.

Planned results for 2021

Result 1: boosting digital readiness in developing countries (result carried over from 2020)

10.64 The subprogramme will continue the work on the digital economy for development and e-commerce, in line with its mandate, and will assist countries in enhancing their readiness to engage in and benefit from e-commerce and the digital economy, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.10
Performance measure

2017	2018	2019	2020	2021
N/A	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 multi-track approach of research and analysis, policy dialogue and technical cooperation, including the launch of new network of women in e-commerce	Actions by member States, including the adoption of legal and regulatory frameworks and policy actions recommended by the United Nations Conference on Trade and Development (UNCTAD) through its technical assistance work; improved availability of statistics through UNCTAD assistance; and the improved incorporation of e-commerce and digital economy issues in development assistance strategies of development partners and donors	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

Abbreviation: N/A, not applicable.

Result 2: strengthened capacity of developing countries to comply with international and regional trade facilitation rules and standards (new result)

10.65 Trade costs in developing countries are estimated to be on average 1.8 times higher than in developed countries. In February 2017, the WTO Trade Facilitation Agreement entered into force. The Agreement contains provisions for expediting the movement, release and clearance of import and export of goods, as well as goods in transit. The reduction in trade costs following full implementation of the Agreement is estimated to range from 9 per cent to 23 per cent. Under the Agreement, all WTO members are required to create and maintain national trade facilitation committees or designate an existing mechanism to facilitate both domestic coordination and implementation of the provisions of the Agreement. By 2021, through targeted advisory services and capacity-building, UNCTAD will have supported more than 50 developing countries and several regional economic communities with trade facilitation reforms, thereby helping countries to integrate into global value chains. The UNCTAD Empowerment Programme for National Trade Facilitation Bodies will assist in the establishment of national trade facilitation committees through a public-private partnership approach. It will also provide comprehensive training on international standards and obligations under the Trade Facilitation Agreement, assist countries in designing three- to five-year trade facilitation roadmaps with key performance indicators and support the preparation of bankable technical assistance projects to be presented to development partners. These efforts will be also complemented by UNCTAD efforts to help countries to streamline trade procedures and reduce red tape through its ASYCUDA system and trade information portals that provide up-to-date information on existing trade processes and procedures.

Internal challenge and response

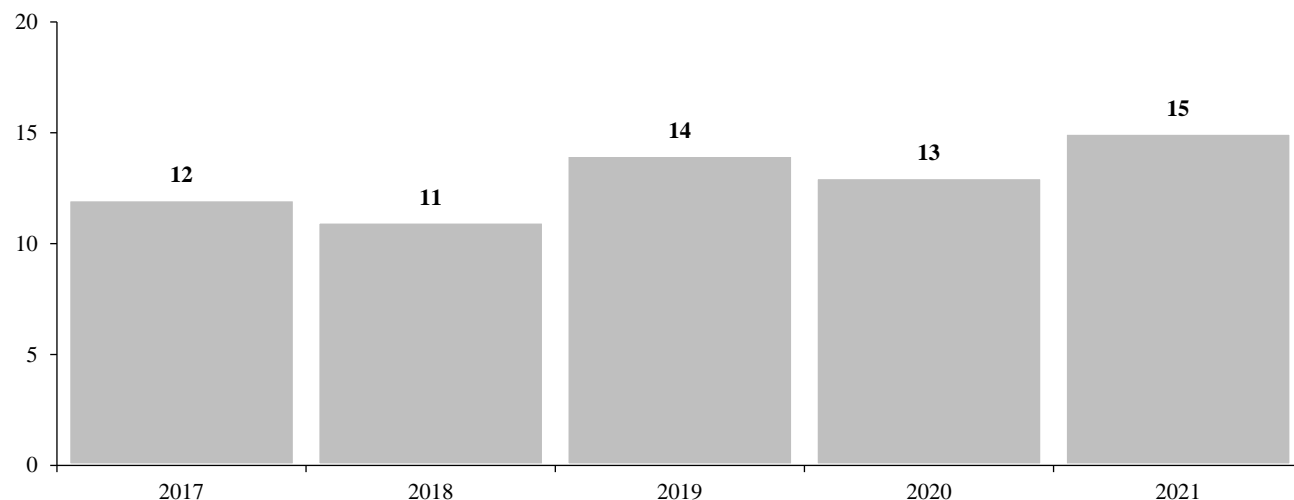
10.66 The challenge for the subprogramme was that its support to the national trade facilitation committees did not fully anticipate the high level of turnover of committee members. In response, the subprogramme launched a training-of-trainers module, which introduced a knowledge transfer strategy focused on providing committee members with the necessary training materials such as online courses and tools to train newcomers on the work of the committee. Those measures have helped and will continue to help national trade facilitation committees to be better equipped to face a high turnover among their members and have enhanced the sustainability of the activities of the committees.

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

10.67 This work is expected to contribute to improving trade logistics for inclusive and sustainable trade and development in developing countries and economies in transition, which would be demonstrated by 15 national trade facilitation committees being assisted by UNCTAD in 2021 in identifying their national implementation obligations with regard to the WTO Trade Facilitation Agreement and complying with other regional and international trade facilitation rules and standards.

Figure 10.II

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 Trade Facilitation Agreement of the World Trade Organization



Legislative mandates

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

General Assembly resolutions

60/252	World Summit on the Information Society	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	73/17	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/197	Information and communications technologies 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	74/229	Science, technology and innovation for sustainable development

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	2019/25	Science, technology and innovation for development
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		

Deliverables

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

Table 10.11

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	20	25	22
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	2	2	1	2
2. Reports to the Commission on Science and Technology for Development and its intersessional panels, including one final report (2018) of its Working Group on Enhanced Cooperation on Public Policy Issues Pertaining to the Internet	7	6	6	6
3. Report of and background documents for the fifteenth quadrennial session of the United Nations Conference on Trade and Development (UNCTAD)	—	—	4	—
4. Background note and reports for the Trade and Development Board	2	2	2	2
5. Note by the UNCTAD secretariat and report for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	2	2	4	4
6. Note by the UNCTAD secretariat, report of the Trade and Development Commission of UNCTAD (contributions), and related expert meetings	4	4	4	4
7. Note by the UNCTAD secretariat for and report of the Intergovernmental Group of Experts on e-Commerce and the Digital Economy (reports to the Trade and Development Board)	2	2	2	2
8. Note by the UNCTAD secretariat for and report of the Working Group on Measuring E-commerce and the Digital Economy	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	47	46	73	50
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	3	3	2	3
10. Annual sessions and intersessional expert panels of the Commission on Science and Technology for Development, including the final meeting (2018) of the Working Group on Enhanced Cooperation on Public Policy Issues Pertaining to the Internet	16	16	16	16
11. Meetings of the fifteenth quadrennial session of UNCTAD, including preparatory meetings	1	—	24	—
12. Annual and executive sessions of the Trade and Development Board	3	3	3	3
13. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2
14. Annual session of the Investment, Enterprise and Development Commission and related expert meetings	3	3	7	7
15. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	7	7	7
16. Meetings of the Intergovernmental Group of Experts on e-Commerce and the Digital Economy	6	6	6	6
17. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	4	4	4

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	32	32	32	32
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
Seminars, workshops and training events (number of days)	514	514	419	458
23. TrainForTrade training-of-trainers events	60	60	55	55
24. TrainForTrade national delivery workshops	260	260	260	260
25. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	128	128	52	80
26. Ad hoc expert discussions on transport, trade logistics and trade facilitation	3	3	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	2	2	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	10	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	36	36	25	36
30. Seminars, workshops and training events on science, technology and innovation and development	15	15	15	15
Publications (number of publications)	27	18	24	25
31. <i>Technology and Innovation Report</i> and overview	—	—	1	—
32. <i>Digital Economy Report</i> and overview	1	1	—	1
33. <i>Review of Maritime Transport</i>	1	1	1	1
34. Science, technology and innovation policy reviews	3	2	2	3
35. National e-commerce strategies	3	1	3	3
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	3	1	2	2
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	11	7	10	10
Technical materials (number of materials)	13	11	12	12
41. UNCTAD policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	2	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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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	2	2	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 270 speakers from more than 130 countries, in 60 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 course on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action); online platform for sustainable freight transport; and eTrade for All online platform.

D. Communication deliverables

Outreach programmes, special events and information materials: newsletters on ASYCUDA, eTrade for All and transport and trade facilitation; and brochures, flyers and information kits.

External and media relations: press releases, press briefings, interviews, press conferences and news items related to issuance of major publications under the subprogramme and organization of important events.

Digital platforms and multimedia content: TrainForTrade public website (<https://tft.unctad.org/>); Commission on Science and Technology for Development website; ASYCUDA website; Working Group on Enhanced Cooperation on Public Policy Issues Pertaining to the Internet website; eTrade for All website; website on paragraph 166 of the Bangkok Plan of Action; and online platforms for innovation policy learning.

Subprogramme 5

Africa, least developed countries and special programmes

Objective

10.70 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 and developing domestic productive capacities in the targeted groups.

Strategy

10.71 To contribute to the enhancement of 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 by fostering structural transformation and developing domestic productive capacities in

the targeted groups, 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 the reports of the Secretary General to the General Assembly on the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and on the 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. The subprogramme will also continue to translate the policy guidance and recommendations emanating from the 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 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. This work is expected to result in greater structural transformation and inclusive growth of the least developed countries and other groups of countries in special situations at the domestic level. Past results in this area include the provision by the subprogramme of a comprehensive training manual on harnessing the potential of the fisheries sector for socioeconomic development in least developed countries and strengthening the efforts of Bhutan, Cabo Verde and Vanuatu to receive different forms of special treatment while in the least developed country category and after graduation from that category through the provision of tailored advisory services. Progress has also been made in the creation of UNCTAD centres of excellence, which are aimed at addressing persistent and emerging challenges facing the least developed countries and other vulnerable economies, including small island developing States and landlocked developing countries, through targeted training and capacity-building programmes for member States. In 2019, three new centres of excellence were created⁸ with the support of the subprogramme, to benefit policymakers and experts from least developed countries and African countries by enhancing their knowledge and ability to exchange experiences and best practices through tailored courses. This work included building the capacity of least developed countries to better harness the development potential of the fisheries and aquaculture sectors, as well as in the area of duty-free and quota-free market access, drafting and negotiating rules of origin, promoting and protecting traditional products through intellectual property rights such as geographical indications, and integrating least developed countries into global value chains more generally, directly contributing to progress towards the achievement of the Sustainable Development Goal 17, in particular target 17.12, on realizing the timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access. Botswana, Lao People's Democratic Republic, Namibia and Rwanda were among the member States that benefited from training sessions and advisory services focused on the estimation of domestic productive capacities, contributing to the achievement of Sustainable Development Goal 8, on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

⁸ The European University Institute in Florence, Italy; the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping of Mauritius; and the Centre for the Study of the Economies of Africa (Nigeria).

10.72 The subprogramme will continue to strengthen efforts to provide domestic policy support to the targeted groups derived from its innovative research, advisory services and technical support. The subprogramme will also enhance the availability of strategic policy-based options aimed at enhancing domestic productive capacities through the development of demand-driven technical cooperation and programmatic support within the areas of expertise of the subprogramme. 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, value addition in strategic products, and geographical indications, which is expected to result in enhanced productive capacities at the national level. This is expected to result in a greater capacity of countries to meet Sustainable Development Goal 9, on promoting inclusive and sustainable industrialization, and Sustainable Development Goal 17. Past results in this area include an intensification of productive capacity-enhancing and trade-related technical assistance, including tailor-made support benefiting the Governments of Benin, Burkina Faso, Cambodia, Haiti, the Lao People's Democratic Republic and Myanmar, aimed at strengthening their trade policies and improving their socioeconomic development indicators. Furthermore, owing to the continuous and intensive support provided by the subprogramme in 2018 and 2019 through targeted research notes, training workshops and advisory services, African Union member States made significant progress in the negotiations on the annex on product-specific rules of origin to the Agreement Establishing the African Continental Free Trade Area during the fifth, sixth, seventh, eighth, tenth and eleventh meetings of the African Continental Free Trade Area Technical Working Group on Rules of Origin.

Planned results for 2021

Result 1: building productive capacities for economic transformation (result carried over from 2020)

10.73 The subprogramme will continue the work related to the economic transformation of Africa and the least developed countries, in line with its mandate, and will assist landlocked developing countries in enhancing their national productive capacities aimed at achieving structural economic transformation towards the achievement of the Sustainable Development Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 10.12
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of benchmarking on productive capacities	Availability of a methodology for calculating a productive capacity index	Implementation of the productive capacity index by landlocked developing countries	Productive capacity index calculated for all countries, realizing its policy relevance

Abbreviation: N/A, not applicable.

Result 2: building economic resilience in the least developed countries (new result)

10.74 The subprogramme has been working to support least developed countries in their efforts to build more economically diverse production systems that would enable them to graduate with momentum out of the least developed country category and participate more efficiently and more effectively in the multilateral and regional trading system. The use of preferences granted to least developed countries by development partners remains low and the share of least developed countries in world trade remains below 2 per cent. To address this issue, the subprogramme will provide smooth transition strategies for countries graduating from the list of least developed countries, which will help countries to prevent possible disruptions linked to graduation from the least developed country category and the loss of international support measures for least developed countries. The subprogramme will also prepare vulnerability profiles that will highlight the key trade and development challenges that graduating countries are facing and contain proposals for the design of action plans and programmes to address gaps in national development strategies with the aim of building resilience.

Internal challenge and response

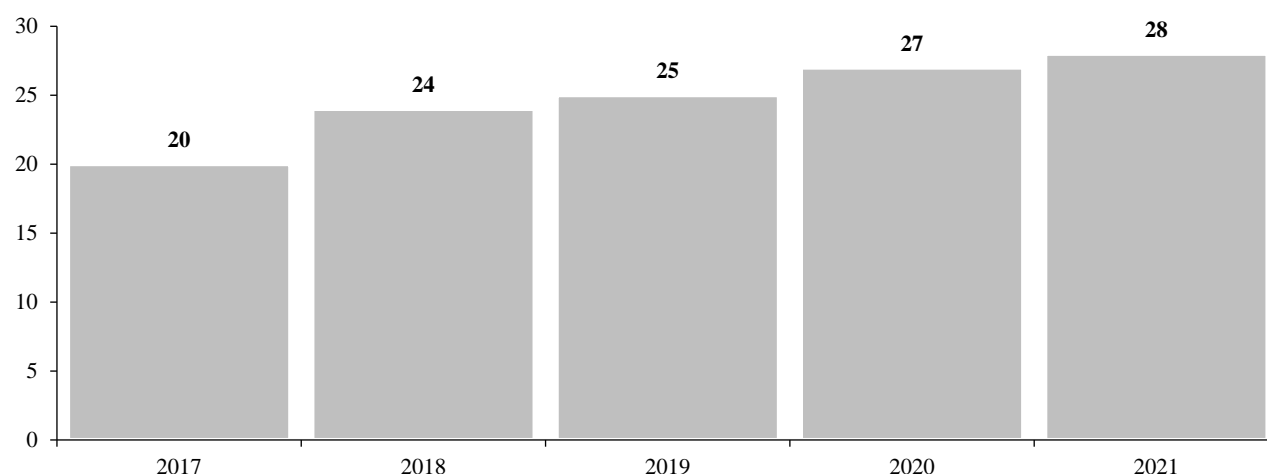
10.75 The challenge for the subprogramme was accessing internationally comparable data on productive capacities necessary for the provision of the smooth transition strategies for countries graduating from the list of least developed countries and the vulnerability profiles. In response, the subprogramme will establish a methodology for compiling a productive capacities index and the calculation of indices for beneficiary countries. The productive capacities index will enable the countries to benchmark progress and identify the areas where actions need to be taken to strengthen domestic productive capacities. It will also enable countries to enhance economic resilience and thus achieve their national development goals, as well as the Sustainable Development Goals. In addition, the subprogramme is planning to further enhance the contribution of its recently established centres of excellence in the provision of training, workshops and targeted policy options, with a view to reaching a greater number of countries, strengthen institutional mechanisms in the beneficiary countries and address a wider variety of topical issues.

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

10.76 This work is expected to contribute to the enhancement of 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 and developing domestic productive capacities in the targeted groups, which would be demonstrated by 28 least developed countries experiencing a reduction in their export concentration index by 2021. This would show an enhanced economic resilience through further diversification of their export basket.

Figure 10.III

Performance measure: total number of least developed countries experiencing a reduction in their export concentration index



Legislative mandates

10.77 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	74/232	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

10.78 Table 10.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.13

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	6	6	10	9
1. Reports for the Economic and Social Council, including on vulnerability profiles	1	1	3	5
2. Report of and background documents for the fifteenth quadrennial session of the United Nations Conference on Trade and Development (UNCTAD)	—	—	2	—
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 favour 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	5	5	4
Substantive services for meetings (number of three-hour meetings)	10	10	31	8
4. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	1	1	2	1
5. Meetings of the fifteenth quadrennial session of UNCTAD, including preparatory meetings	1	1	22	—
6. Annual and executive sessions of the Trade and Development Board	6	6	5	5
7. Meetings of the Working Party on the Strategic Framework and the Programme Budget	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	3	4
8. Projects on trade, transit and development to build national capacity	1	1	2	2
9. Projects on the Enhanced Integrated Framework	1	1	1	2
Seminars, workshops and training events (number of days)	20	20	19	18
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 in the Enhanced Integrated Framework and structural economic transformation and progress towards post-least developing country status	14	14	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, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, and trade and poverty	4	4	3	3
12. Workshops on matters relevant to development in least developed countries and in Africa	2	2	2	1
Publications (number of publications)	5	6	9	10
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	—
16. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	—	—	1	1
17. Research and analytical studies on duty-free and quota-free market access and rules of origin	2	2	1	1
18. Lessons learned on geographical indications and related analysis for least developed countries	—	—	1	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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	2
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
Technical materials (number of materials)	3	2	4	6
21. Papers on trade and poverty	1	1	2	2
22. Research papers on trade and development in vulnerable economies	1	–	2	2
23. Enhanced Integrated Framework-related publications, including on transit, transport and trade facilitation	1	1	–	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and on measuring productive capacities for landlocked developing countries; advisory services on smooth transition strategies for 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 developing countries, including duty free and quota-free market access to least developing countries and the Enhanced Integrated Framework; consultations on UNCTAD activities in support of the New Partnership for Africa's Development; and consultations for the implementation of the Third Industrial Development Decade for Africa.				
D. Communication deliverables				
Outreach programmes, special events and information materials: lectures on issues relating to least developed countries and African development, globalization, development strategies and policy coherence; and policy briefs relating to the <i>Economic Development in Africa Report</i> and <i>The Least Developed Countries Report</i> .				
External and media relations: press releases, press conferences and interviews on research results and policy proposals.				

International Trade Centre

Overall orientation

Mandates and background

10.79 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.

10.80 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.

10.81 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

10.82 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

10.83 To contribute to increased business capacities of micro-, small and medium-sized enterprises to trade, the subprogramme will provide training and advisory services to those enterprises in areas that are key to international competitiveness. Those services include capacity-building in the areas of market analysis, value addition, quality improvements 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 new market linkages for micro-, small and medium-sized enterprises, such as the regional e-commerce solutions that connect those enterprises to foreign markets and the “Alliances for Action” approach, which is expected to result in making agribusiness value chains more sustainable and generate higher incomes at the base of the pyramid through new partnerships. The ITC SheTrades, youth and ethical fashion initiatives will continue to bring women-owned businesses, youth entrepreneurs and artisan and farmer communities across the globe to international markets and to create country-based support structures. These actions are expected to result in improved and new connections between micro-, small and medium-sized enterprises and international value chains, including by connecting more women and youth to markets, and will support Member States in progressing towards Sustainable Development Goals 1, 4, 5, 8 and 9. Past results in this area include nearly 15,000 micro-, small and medium-sized enterprises having made changes to their businesses to increase their international competitiveness in 2018, over 3,500 such enterprises having transacted international business, with over 50 per cent of them being owned or operated by women, and over 1.5 million women having been connected to markets.

10.84 To contribute to a conducive business environment and a strong institutional ecosystem for micro-, small and medium-sized enterprises, the subprogramme will support consensus-building, action-planning and decision-making processes with policymakers, as well as supporting national and regional organizations that foster the

growth and internationalization of those enterprises. The subprogramme will work on facilitating 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 organizations 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. 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, through advocacy and information-sharing. This is expected to result in decision makers being better informed and in new or improved inclusive trade-related policies, strategies and regulatory frameworks that are favourable to micro-, small and medium-sized enterprises; and to support Member States in progressing towards Sustainable Development Goals 1, 8, 9, 10, 16 and 17. The subprogramme will further develop its provision of comprehensive trade and market information and analytical tools that are tailored to benefit those enterprises. One example of a tool to be further developed is the ITC Sustainability Map, which includes information on voluntary sustainability standards and compliance requirements. The Sustainability Map is used as a virtual network of sustainable businesses, experts and institutions. These actions are expected to result in the enhanced ability of micro-, small and medium-sized enterprises to develop their sustainable business practices and comply with voluntary sustainability standards, as well as the increased awareness of policymakers, producers and businesses on topics related to sustainable production practices. They will lead to more sustainable and inclusive trade and support Member States in progressing towards Goals 12, 13 and 17. Furthermore, the subprogramme will bolster trade and investment 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 business services they offer to micro-, small and medium-sized enterprises. Through tailored advisory services, assessments and workshops, ITC will guide and support the trade and investment support 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 support for micro-, small and medium-sized enterprises in mitigating environmental risks and becoming more climate-resilient. These actions are expected to result in the improved managerial and operational performance of the trade and investment support institutions, as well as of their combined performance in providing useful services to micro-, small and medium-sized enterprises, and to support Member States in progressing towards Goals 8, 13 and 16. Past results, in 2018 alone, included over 300,000 regular users of ITC trade intelligence with improved awareness of international trade; 89 trade-related strategies, policies or regulations developed or amended; and over 350 cases in which trade and investment support institutions boosted their performance with improvements in their strategy, management and operations.

External factors for 2021

10.85 With regard to the external factors, the overall plan for 2021 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 and small, vulnerable economies, conflict and post-conflict States and sub-Saharan African countries); and

neither exchange rate fluctuations nor the timing of financial contributions will have an adverse effect on operations;

(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 2019.

10.86 The subprogramme integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the subprogramme has increased its target from 45 per cent in previous periods to at least 50 per cent of its final beneficiaries to be micro-, small and medium-sized enterprises that are owned, operated or managed by women. ITC also has a specific programme that is entirely focused on the economic empowerment of women: SheTrades offers a set of initiatives that increase gender equality in trade. Among them is the “SheTrades call to action”, which aims to connect 3 million women to markets by 2021 and rallies stakeholders around the world to work together on seven actions to reduce trade barriers for women entrepreneurs.

10.87 With regard to cooperation with other entities, ITC will continue to strengthen its relationship 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 supporting partners of ITC in the field, with a view to ensuring the sustainability of services provided to target beneficiaries after project interventions. With the same objective, ITC will expand its Alliances for Action, which are networks of multinational firms, governments, non-governmental organizations, research centres, financial institutions, producer association representatives and international development agencies in selected value chains. Together, they can promote competitiveness and income diversification for smallholder farmers and small and medium-sized enterprises in an effective and sustainable manner. Furthermore, ITC will continue to contribute to the implementation of WTO ministerial declarations, in particular the Agreement on Trade Facilitation.

10.88 With regard to inter-agency coordination and liaison, ITC will continue to work closely with other United Nations agencies, including through membership in the United Nations Sustainable Development Group and United Nations country teams. As a non-resident agency, ITC is adjusting its operations to fully support the United Nations reform and contribute to United Nations country teams where its expertise meets the priorities of national Governments. Examples of the collaboration of ITC with other entities of the United Nations system include joint youth and women-focused trade development projects in Africa (with the United Nations Capital Development Fund and the International Labour Organization); the multi-agency initiative to facilitate access to trade information for micro-, small and medium-sized enterprises, the Global Trade Helpdesk (with the United Nations Conference on Trade and Development (UNCTAD) and WTO); initiatives on gender equality and women’s empowerment (with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); and a number of initiatives within the Enhanced Integrated Framework.

Evaluation activities

10.89 The following self-evaluations completed in 2019 have guided the programme plan for 2021:

- (a) 2019 annual evaluation synthesis report (meta-evaluation of 2018 evaluation findings);
- (b) Self-evaluation of the programme on trade facilitation;
- (c) Self-evaluation of the programme on strengthening trade and investment support institutions;
- (d) Self-evaluation of the participation and performance of the International Trade Centre in the United Nations “Delivering as one” system;
- (e) Midterm self-evaluation of the ITC youth empowerment project in the Gambia.

10.90 The findings of the evaluations referenced in paragraph 10.89 above have been taken into account for the programme plan for 2021, leading to a refinement in the theories of change of the two programmatic areas that were evaluated and informing the alignment of ITC with the United Nations reforms at the country level. 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 2019 report was “complexity”, referring to the cause and effect chains that lead to development results and the importance of realizing effective synergies with other actors to achieve the goals of the 2030 Agenda. Overall, findings indicate that ITC projects have been successful in addressing increased complexity through adjustment, flexibility and long-term interaction with stakeholders. In response, ITC will focus more systematically on establishing joint monitoring mechanisms with partners to make adequate and timely adjustments to interventions and address the challenge of complex results chains together.

10.91 The following evaluations are planned for 2021:

- (a) 2021 annual evaluation synthesis report (meta-evaluation of the 2020 evaluation findings);
- (b) One corporate self-evaluation;
- (c) One self-evaluation of an ITC programmatic approach;
- (d) One large project self-evaluation.

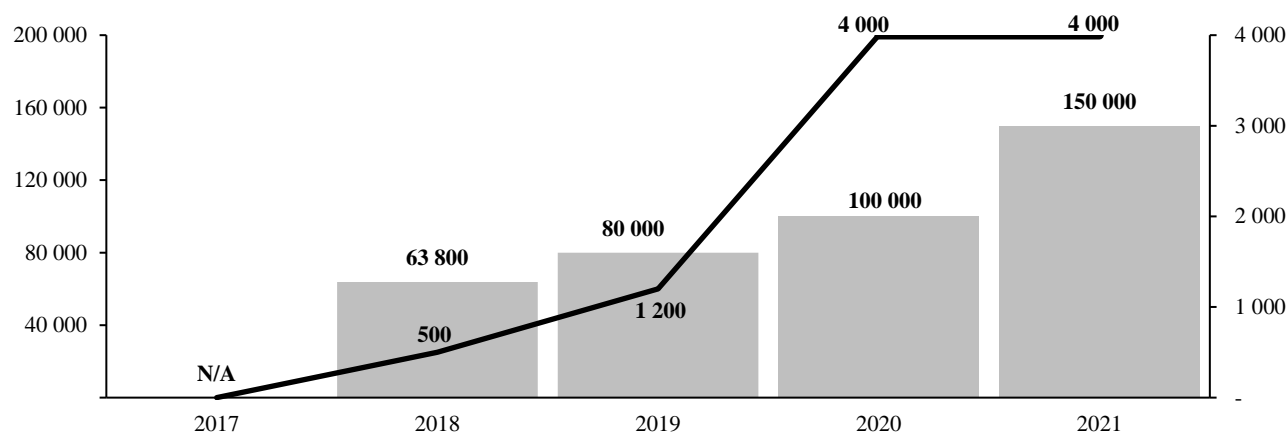
Planned results for 2021

Result 1: the Gambia invests in jobs for young people through entrepreneurship and trade (result carried over from 2020)

10.92 The subprogramme will continue the work related to the promotion of youth entrepreneurship, in line with its mandate, and will continue to raise awareness among youth about the opportunities available to them in the Gambia and through trade. It will also assist young people in developing the strategies and skills needed to increase their employment opportunities and contribute to the success of their enterprises, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 10.IV

Performance measure: Gambian youth with increased awareness (bars) and jobs created/improved on trade (line)



Result 2: South-South trade and investment creates growth opportunity for micro-, small and medium-sized enterprises from East African countries (new result)

10.93 In April 2019, the General Assembly, in its resolution [73/291](#), endorsed the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation, in which the importance of South-South cooperation, including through trade and investment, and its role in advancing progress in the implementation of the 2030 Agenda for Sustainable Development was reaffirmed. In 2019, research and surveys conducted by ITC of over 550 East African companies confirmed that South-South value chains afforded micro-, small and medium-sized enterprises more opportunities to move up the value chain than North-South value chains. However, large and growing trade and investment opportunities in the global South have been underutilized; for example, tariff preference schemes have had limited uptake, and investment and trade have been focused predominantly on extractives and commodities.

10.94 As part of its plan for 2021, the subprogramme will promote sustainable commercial linkages between micro-, small and medium-sized enterprises in East Africa and buyers and investors from the global South as a vehicle for value addition, job creation and, ultimately, sustained economic growth and development. It will focus on sectors that offer market opportunities and have the potential to be catalysts for development impact, for example, the agribusiness, light manufacturing, technology and services sectors, and will assist partner governments, business support organizations and enterprises to assess and take advantage of South-South trade and investment opportunities and address practical obstacles.

10.95 This holistic approach will reduce the market gap between East African micro-, small and medium-sized enterprises and potential international markets in the South. The East African enterprises have limited access to Southern market intelligence and limited ability to link to export markets. In response, the subprogramme will seek to accelerate the hands-on learning of those enterprises about the market opportunities through targeted business-to-business matchmaking and trade and investment promotion missions, including for representatives of business support organizations and relevant government agencies. This exposure, coupled with training and advisory services, will incentivize East African micro-, small and medium-sized enterprises to diversify their target markets and make related changes to their products and business processes. In addition, this work will improve potential Southern buyers' and

investors' knowledge and risk perception of East African micro-, small and medium-sized enterprises and increase their interest in conducting business with them.

Internal challenge and response

10.96 The challenge for the subprogramme was to find an effective way of speeding up the engagement of market partners from the South with target micro-, small and medium-sized enterprises in East Africa, and the engagement of those enterprises to improve their products and services. ITC identified access to finance as a missing component in its approach. Buyers and investors who expand their business operations into new markets, and micro-, small and medium-sized enterprises that upgrade their products and services offering, usually need debt or equity capital to make substantive changes. In response, the subprogramme will pursue active partnerships with development finance institutions and private capital providers. In 2021, at least three such partnerships will have become operational with the deployment of capital to micro-, small and medium-sized enterprises, including for measures that increase the social and environmental sustainability of those enterprises.

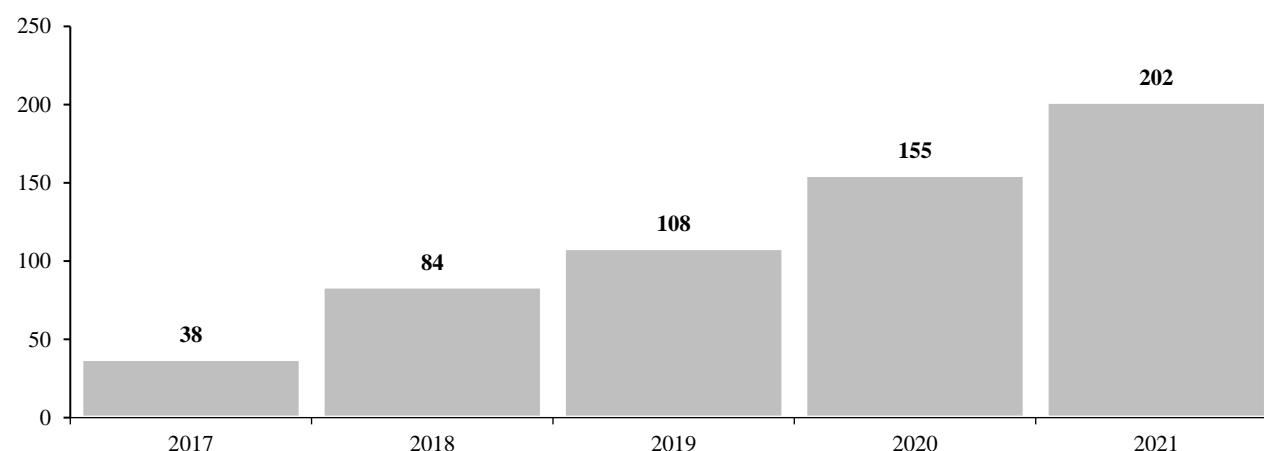
Expected progress towards the attainment of the objective, and performance measure

10.97 This work is expected to contribute to enhancing inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing and least developed countries in East Africa. This would be demonstrated by \$202 million of business and investment deals generated by beneficiary micro-, small and medium-sized enterprises in East Africa through South-South value chains.

Figure 10.V

Performance measure: total amount of trade and investment deals facilitated by the South-South programme

(Millions of United States dollars)



Legislative mandates

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

General Assembly resolutions

2297 (XXII)	International Trade Centre	73/219; 74/201	International trade and development
64/189; 66/186	Unilateral economic measures as a means of political and economic coercion against developing countries	73/225	Entrepreneurship for sustainable development
64/216; 66/215	Second United Nations Decade for the Eradication of Poverty (2008–2017)	73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
64/220; 66/218; 74/238	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)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	73/247	Industrial development cooperation
66/288	The future we want	73/249	South-South 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	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	74/197	Information and communications technologies for sustainable development
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/198	International Year of Creative Economy for Sustainable Development, 2021
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	74/199	Promoting investments for sustainable development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/204	Commodities
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	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
71/279	Micro-, Small and Medium-sized Enterprises Day	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
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	74/231	Development cooperation with middle-income countries
73/195	Global Compact for Safe, Orderly and Regular Migration	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
		74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
		74/235	Women in development

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes
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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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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

10.99 Table 10.14 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 10.14

Deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
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
Substantive services for meetings (number of three-hour meetings)	7	7	7	7
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
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	130	135	120	130
7. Trade-related technical assistance projects	130	135	120	130
Seminars, workshops and training events (number of days)	2 900	2 800	2 900	3 000
8. Training courses, seminars and workshops to transfer skills and knowledge on selected trade topics for approximately 25,000 participants	2 900	2 800	2 900	3 000
Technical materials (number of materials)	25	28	25	30
9. <i>SME Competitiveness Outlook</i> flagship report	1	1	1	1
10. Books on trade-related subjects	4	4	4	4
11. 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	23	20	25

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 the quality of products and services to meet market demands and identifying networks and market partners; advisory and advocacy services for policymakers and business support organizations 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 of micro-, small and medium-sized 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, “SheTrades Outlook” and the

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
ITC “SME trade academy”, Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map.				
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 <i>International Trade Forum</i> magazine; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects; 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: updating and maintenance of websites and social media accounts, including dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women entrepreneurs and youth.				
Library services: services for ITC clients, in particular trade support institutions, with online updates on trade issues and with trade-related publications; and provision of an information referral service 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 by the General Assembly in its resolution [2997 \(XXVII\)](#) and by the governing body 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. In order to sustain the environmental dimension of development, to reinforce people's well-being and to achieve socioeconomic goals, the world needs a global focus that catalyses action at all levels. In response, UNEP will, within its mandate, provide 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, unemployment, income inequality, social exclusion and lack of environmental safeguards), UNEP will play a critical role in defining a new global paradigm for sustainable development in which the environment is no longer treated in a silo.

Strategy and external factors for 2021

11.2 The UNEP medium-term strategy for the period 2018–2021 builds on the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want” (see resolution [66/288](#)), and the 2030 Agenda for Sustainable Development, adopted in September 2015. The medium-term strategy puts people at the centre of sustainable development, promoting human well-being and meeting the needs of present and future generations without degrading the environment or exceeding the planet's regenerative capacity. Science is fundamental in providing answers to address some of the most pressing sustainability issues of the twenty-first century. Strengthening the science-policy interface to inform society of the risks as well as the opportunities of new developments is therefore at the heart of the work of UNEP and embedded across the programme. The medium-term strategy for the period 2018–2021 provides a stepping stone towards a vision of 2030 in which all people live on a healthier planet.

11.3 To achieve this vision, UNEP will, as the leading global environmental authority, promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serve as an authoritative advocate for the global environment. UNEP will also meet the particular needs of regions, subregions and countries by tailoring work to address their diverse environmental challenges, from addressing their varying vulnerability to climate change and disasters to improving ecosystem health, resource efficiency and air quality. Such activities will also help countries in implementing the environmental dimension of the 2030 Agenda, the resolutions of the United Nations Environment Assembly, the multilateral environmental agreements and the plans, resolutions and decisions of their conferences of the parties, as well as internationally agreed global environmental goals. The medium-term strategy for the period 2018–2021 also takes

into account regional priorities and emerging issues identified through global and regional forums; the Global Environment Outlook process and other assessments; the UNEP environmental foresight process; and consultations with major groups and stakeholders. The strategy aims to capitalize on the comparative advantage of UNEP, which is to serve as an authoritative voice for the global environment that catalyses science-driven action at all levels in a way that supports transformational shifts in all dimensions of sustainable development.

11.4 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) The continued expansion of effective partnerships and networks to continue to set the direction of the policies of major implementing agencies in the areas of the environment in accordance with the latest science;

(b) The ability of local approaches to be scaled up at the regional level to ensure a systemic impact;

(c) The continued availability of extrabudgetary funding, enabling countries to make the transition to sustainable development.

11.5 As men and women relate to the environment in different ways and environmental changes have different impacts on their lives, the consideration of gender and the environment are crucial to our ability to achieve a just and sustainable future. Therefore, UNEP will continue to integrate and promote a gender perspective in all its operational activities, deliverables and results, as appropriate. For example, subprogramme 1, Climate change, empowers women entrepreneurs as agents of change with regard to clean and sustainable energy to mitigate the effects of climate change; and for subprogramme 7, Environment under review, deliverables provide access to disaggregated data and gender-environment indicators to enable Governments and stakeholders to develop gender-responsive assessments, policies and strategies for sound environmental management.

11.6 With regard to cooperation with other entities, UNEP has built and continues to build long-term partnerships at strategic and technical levels to leverage transformational results in the area of sustainability. The Programme's transformational and transparent partnerships are based on due diligence and, where appropriate, in consultation with Member States. They are built on common principles and values, a shared vision and shared goals. UNEP partnerships aim to drive impact at scale and place people and the planet at the centre of sustainable development. For example, the partnership between UNEP and more than 230 financial institutions supported a variety of fiscal measures, including policies that promote sustainable finance, play an important role in the transition to an inclusive green economy and support the implementation of the Sustainable Development Goals.

11.7 With regard to inter-agency coordination and liaison, UNEP has overall responsibility for leading and coordinating the response on environmental issues within the United Nations system, being the leading entity on all environment-related Sustainable Development Goals. Accordingly, UNEP aims to catalyse international action to bring about convergence of environmental sustainability strategies and provide more visibility to partnership initiatives, both within the United Nations system and between the United Nations and its partners. These actions will be executed through inter-agency mechanisms, such as the United Nations Environment Management Group and the United Nations System Chief Executives Board for Coordination and its subsidiary bodies. In addition, 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. UNEP will continue to guide the system-wide framework of strategies on the environment, a

consultative process convened by the Environment Management Group through its 51 member agencies. The aim is to foster the convergence of environmental sustainability strategies and to provide more visibility to partnership initiatives and overall collaboration on the environment and the Sustainable Development Goals. These efforts aim to further enable system-wide collaboration and efficiencies.

11.8 With regard to alignment with the reform of the United Nations development system, following the year of transition in 2019, UNEP will continue to actively contribute to the discussions analysing the elements of the reform at all levels of the United Nations Sustainable Development Group. UNEP will also 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. In this context, UNEP will continue to actively engage with the Development Coordination Office and to fully leverage its work and expertise at the regional, subregional and country levels, including through engagement in the regional United Nations Sustainable Development Group, peer support group, United Nations country team and United Nations Development Assistance Framework processes. As demand for UNEP services is expected to increase, especially its policy and technical advisory services, UNEP will also continue to review a wide range of scenarios to meet the expected increase in requests and strengthen its delivery models, drawing on expertise from across the organization and its partners.

Legislative mandates

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

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation	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
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	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
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	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
66/288	The future we want	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
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	72/310	New Partnership for Africa’s Development: progress in implementation and international support
67/251	Change of the designation of the Governing Council of the United Nations Environment Programme	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
		73/238	The role of the international community in the prevention of the radiation threat in Central Asia

73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	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
74/81	Effects of atomic radiation		
74/121	Policies and programmes involving youth	74/220	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
74/122	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly		
74/213	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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	74/226	Combating sand and dust storms
		74/229	Science, technology and innovation for sustainable development
		74/230	Culture and sustainable development

Governing Council of the United Nations Environment Programme decisions

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
23/11	Gender equality in the field of the environment	27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges
24/11	Intensified environmental education for achieving sustainable development		

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	2/2	Role and functions of the regional forums of ministers of the environment and environment authorities
1/4	Science-policy interface	2/3	Investing in human capacity for sustainable development through environmental education and training
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	2/4	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
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group	2/5	Delivering on the 2030 Agenda for Sustainable Development
		2/6	Supporting the Paris Agreement
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements	2/13	Sustainable management of natural capital for sustainable development and poverty eradication
1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/15	Protection of the environment in areas affected by armed conflict
		2/16	Mainstreaming of biodiversity for well-being
1/16	Management of trust funds and earmarked contributions		
		2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions
1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility		
2/1	Amendments to the rules of procedure		

2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariats	3/8	Preventing and reducing air pollution to improve air quality globally
2/19	Midterm review of the fourth Programme for the Development and Periodic Review of Environment Law (Montevideo Programme IV)	3/9	Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries
2/20	Proposed medium-term strategy for 2018–2021 and programme of work and budget for 2018–2019	3/10	Addressing water pollution to protect and restore water-related ecosystems
2/22	Review of the cycle of sessions of the United Nations Environment Assembly of the United Nations Environment Programme	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”
2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands	4/3	Sustainable mobility
2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region	4/14	Sustainable nitrogen management
3/2	Pollution mitigation by mainstreaming biodiversity into key sectors	4/17	Promoting gender equality and the human rights and empowerment of women and girls in environmental governance
3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development	4/18	Poverty-environment nexus
3/4	Environment and health	4/19	Mineral resource governance
3/5	Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals	4/20	Fifth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme V): delivering for people and the planet
3/6	Managing soil pollution to achieve sustainable development	4/21	Implementation plan “Towards a pollution-free planet”
		4/22	Implementation and follow-up of 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
		Decision 4/1	Programme of work and budget for the biennium 2020–2021

Deliverables

11.10 Table 11.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 11.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	4	4	3	4
1. Meetings of the United Nations Environment Assembly	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 Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	2
5. UNEP medium-term strategy, 2022–2025	–	–	–	1
6. UNEP annual report	1	1	1	1

Evaluation activities

11.11 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Office of Internal Oversight Services (OIOS) evaluation of UNEP (published in March 2019);

(b) Self-evaluations: 35 completed projects evaluated, including on greenhouse gas reduction and energy efficiency, ecosystems and biodiversity, biosafety, wastewater management, reducing climate change impacts, capacity-building and technical assistance, and international environmental law, as well as midterm evaluations of two projects, on marine litter (the Clean Seas campaign) and chemicals management; assessment of Montevideo Programme IV on environmental law; evaluation of subprogramme 7, Environment under review; and midterm evaluation of the Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management.

11.12 UNEP has taken into account the recommendations provided by the OIOS evaluation, including with regard to strengthening the operationalization of its strategic plans. In this respect, under the leadership of its Executive Director, UNEP has initiated a Programme-wide strategic process for improving its operational efficiency, enhancing the quality of its impact and results and better supporting Member States. The objective is to establish a clear line of sight between the larger objectives of UNEP and those charged with operationalizing the objectives. Critical to such a horizon will be collective accountability at all levels of the Programme to deliver on its programme of work.

11.13 The findings of the evaluation and self-evaluations referenced in paragraph 11.11 above have been taken into account for the programme plan for 2021. One of the recommendations concerned the adoption of a more integrated approach. In response, subprogramme 4, Environmental governance, included in its programme plan for 2021 specific reference to increased alignment and integration of the Poverty-Environment Initiative with finance and investment processes. Similarly, subprogramme 5, Chemicals, waste and air quality, included the foreseen integration

of its country support in the development and implementation of strategies for the sound management of waste with support to enhance sustainable consumption and production patterns, including circularity. Another recommendation was to improve communication around the scientific and policy work undertaken by UNEP. In response, for the programme plan for 2021, UNEP has enhanced its communication work by investing in the adoption of relevant strategies across the initiatives mentioned under the subprogrammes, which have resulted or are expected to result in enhanced awareness and understanding of the scientific and policy aspects underpinning the work of UNEP by a wide range of stakeholders.

11.14 The following evaluations and self-evaluations are planned for 2021:

(a) Twenty evaluations of completed projects on climate change, chemicals, waste and air quality, healthy and productive ecosystems, environmental governance and resource efficiency;

(b) Evaluation of subprogramme 4, Environmental governance.

Programme of work

Subprogramme 1

Climate change

Objective

11.15 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

11.16 To contribute to the advancement of the transition of countries to low-emission economic development, the subprogramme will support countries with the development of policies and standards to transform their markets, promote investment in clean energy and improve the global rate of energy efficiency. This work is expected to result in 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, and thus helping Member States to make progress towards the achievement of targets 7.1, 7.2 and 7.3 of the Sustainable Development Goals. In addition, the subprogramme will continue to help countries to implement gender-sensitive policies that achieve quantifiable carbon, social and environmental benefits, including from reducing emissions from deforestation and forest degradation. This work is expected to, inter alia, help Member States to make progress in responding to the Warsaw Framework for REDD-plus for accessing results-based payments and to be better prepared for the effective, transparent and equitable management of financial flows for reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries (REDD-plus), thus helping them to achieve targets 5.5, 15.1 and 15.2 of the Goals. Past results in these areas include 47 countries developing national efficient lighting strategies, 33 countries taking climate action in the equipment and appliances sector through the joining of the United for Efficiency initiative, which aims to transform markets for the deployment of energy-efficient products, and 23 countries developing, adopting or implementing national REDD-plus strategies, plans or policies aimed at reducing emissions from deforestation and forest degradation.

11.17 To contribute to increased adaptation and resilience of countries to climate change, the subprogramme will continue to build 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 to implement them, which is expected to result in the increased capacity of countries to institutionalize, implement and monitor their national adaptation plans, thus helping Member States to make progress towards the achievement of targets 13.1 and 15.3 of the Sustainable Development Goals. Past results in these areas include 46 countries creating an enabling environment at the institutional, programmatic and/or policymaking level for implementing ecosystem-based and other adaptation approaches and 23 countries improving their national-level adaptation planning.

11.18 To contribute to the advancement of the transition of countries to low-emission economic development and increasing their adaptation and resilience to climate change, the subprogramme will continue to collaborate with the private sector in constructive and result-oriented partnerships that leverage climate finance and scale up ambitions and impacts of climate action globally, which is expected to result in the establishment of innovative models to enhance financing for greener 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. This work is expected to help Member States to make progress towards the achievement of targets under the Sustainable Development Goals. Past results in these areas include private sector actors decarbonizing \$51 billion worth of assets and investing more than \$50 million in renewable energy.

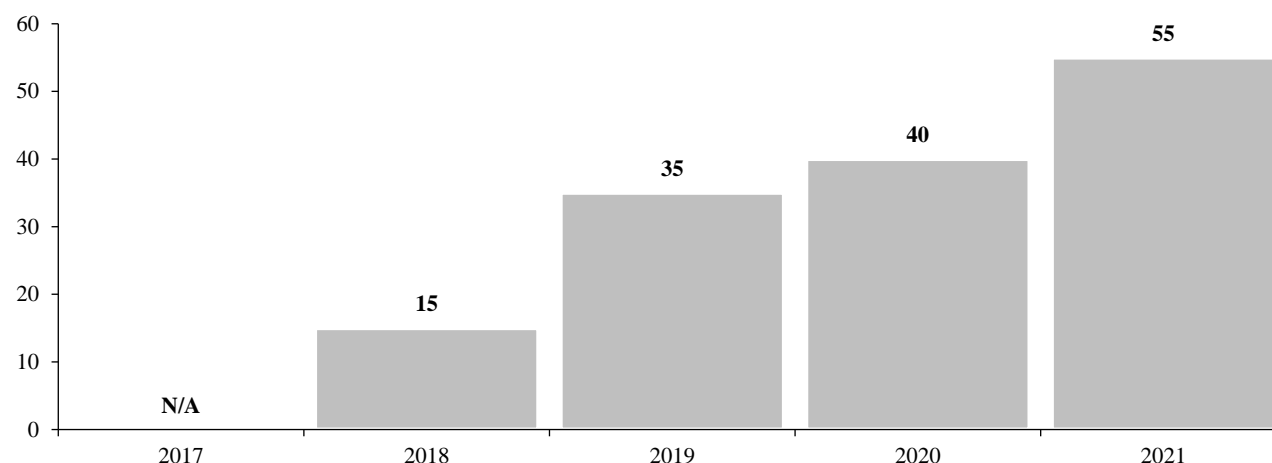
Planned results for 2021

Result 1: increased climate ambition (result carried over from 2020)

11.19 The subprogramme will continue the work related to the adaptation of energy efficiency standards, in line with its mandate, and will assist Member States in adopting or implementing low-emissions development plans, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.I

Performance measure: number of countries that have adopted or implemented low-emissions development plans



Abbreviation: N/A, not applicable.

Result 2: electric mobility: raising the ambition through a global electric mobility programme (new result)

11.20 The subprogramme has been working with countries and cities by supporting them in shifting from fossil fuel-based transportation to electric vehicles, including buses, two- and three-wheelers and light duty vehicles. Currently, the transport sector contributes one quarter of all energy-related greenhouse gases globally, growing to one third by 2050, with most growth taking place in developing countries. Developing countries have the fastest-growing fleets, and most have no vehicle emissions standards, programmes or incentives in place to promote electric mobility. The window of opportunity is small to prevent further technology lock-in, as it can take as much as 20 years to turn over a country's vehicle fleet. The subprogramme therefore is supporting countries to leapfrog to low-emission technology and avoid a massive increase in emissions.

11.21 Since 2009, the subprogramme has supported a total of 65 countries to improve the efficiency of their vehicle fleets as an initial step towards shifting to electric mobility by supporting the mapping of trends in the fuel consumption of their vehicle fleets to help policymakers and to assist with the monitoring of post-intervention impacts. Eight of those countries were further supported to develop national road maps and conduct pilots for the introduction of electric two- and three-wheelers in Africa and South-East Asia. Fifty of the countries were further supported in developing fiscal and regulatory policies and programmes. Moreover, four cities in Asia, Latin America and Africa were supported in developing clean bus fleet programmes for the introduction of soot-free buses, including electric buses. At the subregional level, the subprogramme supported the development of subregional automotive fuel efficiency road maps, including incentives for electric vehicles for South-East Asia (in States members of the Association of Southeast Asian Nations) and West Africa (in States members of the Economic Community of West African States), representing 30 countries.

11.22 In 2019, with the support of several partners, the subprogramme took this work to the global level through the launch of a new global electric mobility programme, with 29 countries committing to develop comprehensive national and/or city electric mobility projects. The programme is the only global programme that supports electric

mobility for developing countries and countries with economies in transition through the involvement of all stakeholders and leading global agencies in the field of electric mobility. Going forward, the subprogramme will continue to scale up the ambition of the programme by providing comprehensive technical support and drawing on advanced analytical modelling tools that quantify the impact of potential policies in the 29 countries. For example, the subprogramme will use its extensive networks and work closely with subregional and in-country partners to share lessons from different countries and to support two countries with the development of soot-free bus fleet programmes and four countries with the development of fiscal incentives for electric vehicles.

Internal challenge and response

11.23 The challenge for the subprogramme was to ensure that the support for the transition to better fuel efficiency and electric mobility would be provided in a systemic manner, since the full system is dependent on public perception, capacity, legislation, standards, supply chains and public and private investments. A further challenge was to raise awareness among policymakers and consumers. For example, there is an assumption that newer cars have lower emissions than older cars just by virtue of the fact that they are new, whereas in reality several factors have an impact on emissions, ranging from engine technology, emission control strategies, driver behaviour, fuel quality, road conditions and even on-board vehicle computing technologies. In response, the subprogramme will continue to evaluate and adopt innovative communication strategies targeted at the intended audience. In addition, awareness-raising will be conducted throughout the entire project life cycle, as opposed to in the past, when this was done towards the end, when policies were close to dissemination. Another challenge was to provide quantifiable evidence to partner countries about the financial benefits of the transition to better fuel efficiency and electric mobility, which has the potential to reduce national revenues from taxation. In response, the subprogramme will be using analytical modelling tools to quantify the real impact of fiscal incentives on revenues, as well as indirect savings from reduced automotive emissions, and will share related results with partner countries.

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

11.24 This work is expected to contribute to the advancement of the transition of countries to low-emission economic development, specifically through the reduction of greenhouse gas emissions from the transport sector, which would be demonstrated by four countries that, through the support of the global electric mobility programme, will have developed fiscal policies that promote energy-efficient vehicles, including those with electric mobility, by 2021.

Table 11.2
Performance measure

2017	2018	2019	2020	2021
Two countries develop district energy policy investment road maps and feasibility studies, leading to loan investments	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

Legislative mandates

11.25 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

11.26 Table 11.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	1	3	3
1. Projects on mitigation and adaptation technologies through the Climate Technology Centre and Network	2	1	3	3
Publications (number of publications)	5	4	6	6
2. Publications on renewable energy, energy efficiency and the energy sector	3	3	3	3
3. Publications (assessments and tools) on adaptation and resilience	2	1	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: press conferences, side events, content on social media platforms and goodwill ambassador outreach and communication on adaptation to and mitigation of climate change, and benefits of reducing emissions from deforestation and forest degradation.				

Subprogramme 2 Resilience to disasters and conflicts

Objective

11.27 The objective, to which this subprogramme contributes, is to achieve the prevention and reduction of the environmental impacts of disasters and conflicts in countries while strengthening their capacity to undertake post-crisis environmental recovery and increase their resilience to future crises.

Strategy

11.28 To contribute to the achievement of the prevention and reduction of the environmental impacts of disasters and conflicts in countries, the subprogramme will continue to support best practices and the uptake of environmental management approaches, such as ecosystems-based disaster risk reduction (i.e., river basin management, coastal zone management and protected area management as a means to reduce disaster risk and build resilience), as well as strengthening the ability of countries to rapidly respond to these environmental impacts of disasters and conflicts. The subprogramme will also continue to enhance the integration by countries and international partners of environmental measures for risk reduction in key policies and frameworks, including the Sendai Framework for Disaster Risk Reduction 2015–2030, through regional and country-specific initiatives, which are expected to result in a more coherent global approach to environmental crisis prevention, thereby helping Member States to make progress towards the achievement of target 1.5 of the Sustainable Development Goals. Furthermore, the subprogramme will provide technical assistance to countries and international partners through the coordinated delivery of gender-sensitive emergency response and post-crisis recovery plans that integrate environmental considerations. This work is expected to result in better preparedness for and quicker recovery from environmental crises, thereby helping Member States to make progress towards the achievement of targets 1.5, 11.b and 16.1 of the Goals. Past results in these areas include increased remediation and prevention measures put in place by countries with the support of 21 environmental emergency response missions and assessments during the period 2017–2019.

11.29 To contribute to the strengthening of the capacity of countries to undertake post-crisis environmental recovery and increase their resilience to future crises, the subprogramme will support the adoption of key environmental and natural resource governance tools, such as geospatial environmental data visualization and analysis and policy guidance. This work is expected to result in the uptake of sustainable practices by crisis-affected countries, leading to greater understanding and identification of environmental risks, thereby helping Member States to make progress towards the achievement of targets 1.5, 11.5 and 13.1 of the Sustainable Development Goals. Past results in these areas include four countries receiving long-term institutional support on inclusive environmental recovery, covering areas including governance and policymaking, access to information and public participation, and other countries benefiting from time-bound technical assistance on themes including conflict debris management and oil pollution remediation.

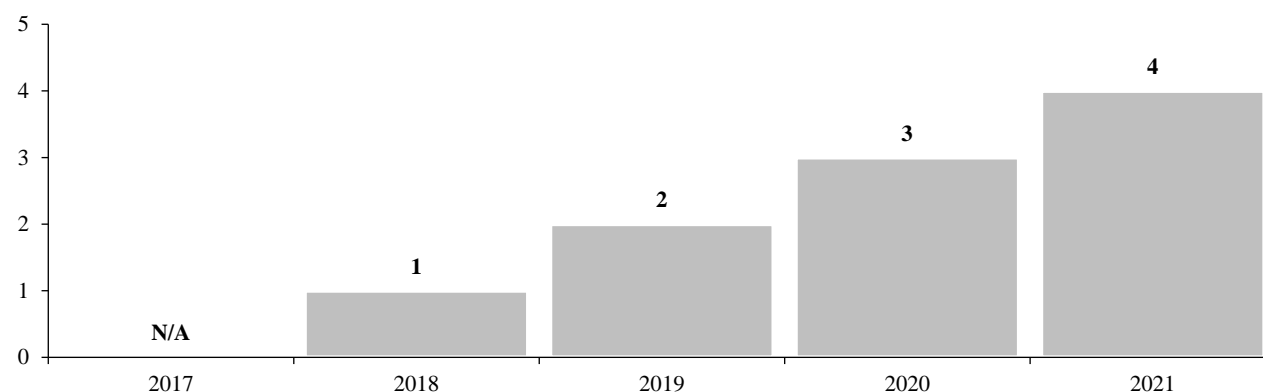
Planned results for 2021

Result 1: state-of-environment reports (result carried over from 2020)

11.30 The subprogramme will continue the work related to the management of natural resources, in line with its mandate, and will assist countries in developing state-of-environment reports for post-conflict recovery and sound environmental governance, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.II

Performance measure: number of countries that have developed state-of-environment reports



Abbreviation: N/A, not applicable.

Result 2: enhanced United Nations action on disaster-related environmental crises (new result)

11.31 The subprogramme has been working on strengthening the advisory and technical support provided by UNEP to the new resident coordinator system of the United Nations in countries affected by disasters and conflicts in order to ensure the advancement of the environmental dimension of the Sustainable Development Goals throughout the work of the United Nations. Through the enhancement of its delivery mechanism in line with the United Nations reform process and the strengthening of the resident coordinator system, UNEP sees an opportunity to ensure an exponential increase in the ability to deliver core environmental expertise and support services to a greater number of Member States. This work includes ensuring the increased availability of relevant environmental data, which is often missing from field-level decision-making processes, and advisory support and technical assistance, upon request, that is available both to resident coordinators and other United Nations partners in the field, many of whom are increasingly seeking UNEP support. Under the current programme of work, such assistance is being provided directly to Member States in order to enhance capacity on environment governance, and is being delivered in Afghanistan, Haiti, South Sudan and the Sudan. Those Member States are all impacted by conflict and disaster-related environmental crises, including environmental degradation and vulnerability to climate change.

Internal challenge and response

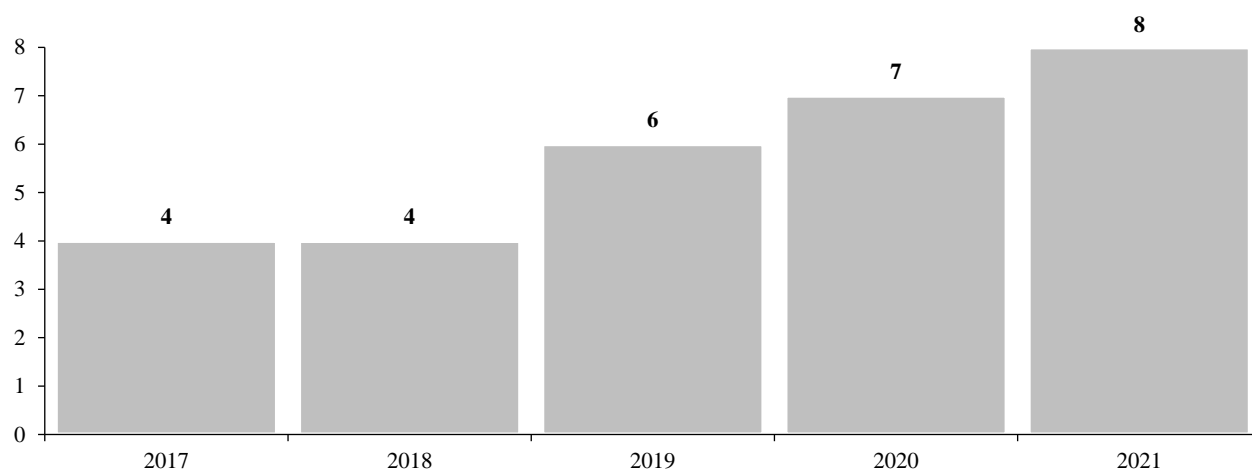
11.32 The challenge for the subprogramme was to fully leverage the presence of United Nations resident coordinators and country missions. In response, the subprogramme will increase its outreach to resident coordinators and country missions as a way of enhancing United Nations-wide uptake of the environmental dimensions of the 2030 Agenda and ensuring that the cross-cutting presence of the environment is strengthened. These actions will include working with the United Nations Office for West Africa and the Sahel to analyse the adverse implications of climate change, and with other United Nations partners, including the Food and Agriculture Organization of the United Nations, the United Nations Human Settlements Programme (UN-Habitat), the International Organization for Migration and the United Nations Development Programme, to develop an action plan on natural resources management and climate resilience, to be implemented in close consultation with the Special Envoy of the Secretary-General for the Horn of Africa.

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

11.33 This work is expected to contribute to the strengthening of the capacity of countries to undertake post-crisis environmental recovery and increase their resilience to future crises, which would be demonstrated by meeting one additional request, compared with 2020, for environmental risk reduction, response and recovery support made by Member States through United Nations resident coordinators, special missions and country offices.

Figure 11.III

Performance measure: total 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

**Legislative mandates**

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

General Assembly resolutions

68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/52	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control	74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
		74/208	Oil slick on Lebanese shores
		74/218	Disaster risk reduction

Governing Council of the United Nations Environment Programme decisions

SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti	26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness
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		

United Nations Environment Assembly resolutions

3/1 Pollution mitigation and control in areas
affected by armed conflict or terrorism

Deliverables

11.35 Table 11.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.4

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	4
1. Projects to assess environmental risks from disasters and conflicts	1	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	1	2
Publications (number of publications)	1	2	2	2
3. Publications on disaster risk reduction, preparedness assessments and road maps	1	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to humanitarian and military actors on environmental footprint reduction.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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 Sustainable Development Goals.				

Subprogramme 3 Healthy and productive ecosystems

Objective

11.36 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

11.37 To contribute to the strengthened capacity of countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach for maintaining and restoring their biodiversity and long-term functioning, 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 United Nations, to institutionalize the health and productivity of marine, freshwater and terrestrial

ecosystems in national education systems by providing technical assistance for the integration of the ecosystem approach in the curricula of education institutions and education frameworks at the national level, which is expected to result in improved curricula development by relevant institutions. This work is expected to help Member States to make progress towards the achievement of targets 4.7 and 13.3 of the Sustainable Development Goals. The subprogramme will also improve knowledge-sharing among countries and other non-governmental sectoral partners within the scope of existing transboundary cooperation frameworks through promotion of the uptake and use of knowledge products, such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral monitoring systems, as well as the dissemination of publications and the conduct of normative work, which is expected to result in more coherent and cross-sectoral participation and cooperation among countries worldwide, including at transboundary level, for the management and effective monitoring of marine, freshwater and terrestrial ecosystems. All of this work is expected to help Member States to make progress towards targets under Goals 2, 6, 14 and 15. Past results in these areas include over 32,000 young people in Ghana, Kenya, Mauritius, Uganda and the United Republic of Tanzania taking actions to reduce single-use plastics, 10 education institutions and learning platforms integrating the ecosystem approach into their educational frameworks, and 15 countries and seven transboundary collaboration frameworks having made progress in monitoring and maintaining the health and productivity of marine and terrestrial ecosystems through the development of a strategic planning framework for the sustainable management of their respective ecosystems.

11.38 To contribute to the strengthened capacity of countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach for ensuring the supply of ecosystem goods and services, the subprogramme will also work with development banks and the finance sector, as well as ministries of planning and finance, among other partners, to raise awareness of how the ecosystem approach can be firmly included in public and private economic decision-making by policymakers in countries, which is expected to result in the creation of an enabling environment for embedding ecological considerations in financial decision-making by public and private sector entities at multiple levels (global, regional and national). This work is expected to help Member States to make progress towards targets 12.7, 15.a and 17.5 of the Sustainable Development Goals. The subprogramme will also provide technical assistance to countries 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 brings together economic and environmental information into a common framework to measure the contribution of the environment to the economy and the impact of the economy on the environment, which is expected to result in the development of updated national plans for natural capital accounting by countries. This work is expected to help Member States to make progress towards measuring all Goals, the statistical framework being uniquely positioned to measure the economy-environment nexus. Past results in these areas include 11 public sector institutions testing the incorporation of the health and productivity of marine and terrestrial ecosystems into economic decision-making at the national level and 51 financial institutions adjusting business models to reduce their ecosystem-related risks.

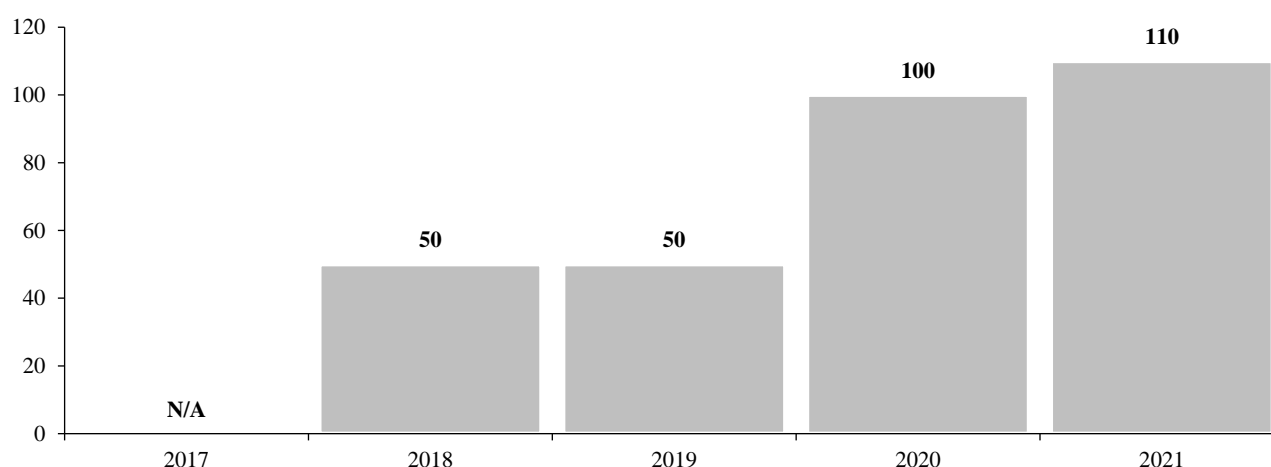
Planned results for 2021

Result 1: taking the fight against marine litter to the next level (result carried over from 2020)

11.39 The subprogramme will continue the work related to the depollution of marine ecosystems, in line with its mandate, and will promote campaigns and assist countries towards actions to reduce marine litter, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.IV

Performance measure: number of Governments that have made commitments to reduce marine litter



Abbreviation: N/A, not applicable.

Result 2: Global Peatlands Initiative for the restoration, conservation and sustainable management of peatlands (new result)

11.40 Peatlands cover only 3 per cent of the global land area but store nearly 30 per cent of the world's soil carbon, and may contain twice as much carbon as the world's forests. Peat-based emissions are significant and are estimated to cause approximately 10 per cent of total emissions from the Agriculture, Forestry and Other Land Uses sector. In addition to climate mitigation, they play a significant role in providing other ecosystem services. Since 2017, the subprogramme has been working through the UNEP-led Global Peatlands Initiative,⁷ with a focus on raising awareness of the importance of peatlands in global forums and bringing science to policymaking, including by highlighting the clear role that healthy peatlands play in helping countries to fight climate change, protect biodiversity and secure resilience. In particular, the subprogramme has been working with the key peatland-rich countries of the Congo, the Democratic Republic of the Congo, Indonesia and Peru to facilitate transboundary collaboration and improve the institutional set-up for cross-sector collaboration for peatland conservation and sustainable management at the global and regional levels. Following the technical and advocacy support provided by the subprogramme and the

⁷ A global coalition led by UNEP of over 32 organizations and four tropical peatland countries that are committed to working together to reduce peatlands emissions to net zero by 2050 as a contribution to the Paris Agreement.

Initiative's partners for creating an enabling environment, the Congo, the Democratic Republic of the Congo and Indonesia signed the Brazzaville declaration on peatlands in 2018 to promote better management and conservation of the world's largest tropical peatlands, namely, the Cuvette Centrale peatlands in the Congo Basin. In 2019, the subprogramme began to support the implementation of the declaration by facilitating a high-level South-South exchange between the three signatory countries. Furthermore, UNEP supported the further enhancement of the result by helping to establish the International Tropical Peatlands Centre, an international hub for the advancement of tropical peatlands research and the exchange of best practice. This work reached new heights in March 2019, when the subprogramme supported Member States in the drafting of a global resolution on the conservation and sustainable management of peatlands, adopted by the United Nations Environment Assembly at its fourth session (resolution 4/16). In line with the resolution, the subprogramme subsequently joined forces with the Federal Agency for Nature Conservation and the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany and other members of the Initiative to provide technical guidance to 12 European Union member States to establish key principles for the development or revision of their national peatlands policies or strategies.

Internal challenge and response

11.41 The challenge for the subprogramme was to provide optimal support to countries on the management of peatland in the absence of internationally comparable data regarding the global extent of peatland areas. In response, in 2020 the subprogramme will initiate a baseline picture of the state of global peatlands based on the best available science and data, which will result in the delivery and uptake of a global peatlands assessment in 2021. The production of the global peatlands assessment will also be a first step towards establishing a global peatlands inventory, as requested by the United Nations Environment Assembly in its resolution 4/16. To do so, during this formative 2020–2021 period, the subprogramme will advocate for the need to establish the state of peatlands globally by securing and leveraging government commitments, building on ongoing and future academic research and drawing on the diverse set of Global Peatlands Initiative partners to establish a basis for a global peatlands inventory. Such an inventory is expected to become a vital tool for countries to report on greenhouse gas emissions in peatlands, emissions reductions and emissions avoidance, while accounting for unique biodiversity and ecosystem services that peatlands provide.

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

11.42 This work is expected to contribute to the strengthened 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, which would be demonstrated by the endorsement by Global Peatlands Initiative partners and countries of the global peatlands assessment and the initiation of a global peatlands inventory, as a means to strengthen science-driven national peatlands strategies and policies and the implementation of peatlands-specific cross-sector and transboundary collaboration frameworks at the national, regional and international levels.

Table 11.5
Performance measure

2017	2018	2019	2020	2021
Under the Global Peatlands Initiative, the rapid response assessment entitled <i>Smoke on Water – Countering Global Threats from Peatland Loss and Degradation</i> is prepared, calling policymakers to action for the conservation and sustainable management of peatlands	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	Countries begin to engage 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

Legislative mandates

11.43 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		Harmony with Nature
73/343	Tackling illicit trafficking in wildlife	74/224	Sustainable mountain development
		74/227	
		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	27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
26/16	Promoting South-South cooperation on biodiversity for development	27/6	Oceans
27/3	International water quality guidelines for ecosystems		

United Nations Environment Assembly resolutions

1/9	Global Environment Monitoring System/Water Programme (GEMS/Water)	4/11	Protection of the marine environment from land-based activities
2/10	Oceans and seas	4/12	Sustainable management for global health of mangroves
2/14	Illegal trade in wildlife and wildlife products	4/13	Sustainable coral reefs management
2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands	4/15	Innovations in sustainable rangelands and pastoralism
4/6	Marine plastic litter and microplastics	4/16	Conservation and sustainable management of peatlands
4/10	Innovation on biodiversity and land degradation		

Deliverables

11.44 Table 11.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.6

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	–	1	2	4
1. Meetings of governing bodies for multilateral environmental agreements	–	1	2	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	2
2. Projects on ecosystem services	1	1	1	2
Seminars, workshops and training events (number of days)	–	6	6	6
3. Seminars and training events on ecosystems management	–	6	6	6
Publications (number of publications)	6	7	10	10
4. Publications on mainstreaming biodiversity in production sectors	–	–	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
6. Publications on marine ecosystems	2	2	2	2
7. Publications on biodiversity and wildlife	2	3	2	2
8. Publications on terrestrial ecosystems	2	2	2	2
Technical materials (number of materials)	3	3	3	3
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
C. Substantive deliverables				
Consultation, advice and advocacy: meetings of the open-ended working group on the post-2020 biodiversity framework.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns on ecosystem-based approach and nature-based solutions and on the United Nations Decade on Ecosystem Restoration.				

Subprogramme 4

Environmental governance

Objective

11.45 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

11.46 To contribute to ensuring that countries achieve environmental policy coherence, 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. This work is expected to result in improved synergy and efficiency of global environmental policymaking processes, more coherent related governance arrangements of participating countries and improved, science-informed policy direction and concerted action from countries, including in relation to taking action on environmental issues of international concern emerging from resolutions of the United Nations Environment Assembly or similar intergovernmental processes, as well as the implementation of decisions of the governing bodies of multilateral environmental agreements. The subprogramme will also promote the uptake of environmentally sound practices across the United Nations system through the provision of policy advice, which is expected to result in the integration of the related emerging issues into the relevant policy documents, strategies or plans on sustainable development of other United Nations entities, including through the work of the Environment Management Group and the Greening the Blue initiative. Furthermore, as UNEP is the custodian agency for indicator 17.14.1 of the Sustainable Development Goals, on policy coherence for sustainable development, the subprogramme will continue to work with Member States and partners in refining and applying a methodology for measuring and further advancing mechanisms for environmental policy coherence, especially at the national level. This work is expected to result in helping Member States to make progress towards the achievement of targets 17.14 and 17.16 of the Goals through the development of a standardized methodology for measuring indicator 17.14.1, to be mainstreamed globally, as well as supporting appropriate mechanisms through which countries can enhance their policy coherence on sustainable development issues. Past results in these areas include 13 regional forums having integrated environmental policy issues into policy documents pursuant to the 2030 Agenda and 14 countries having addressed six environmental issues, such as climate change, biodiversity and persistent organic pollutants, by mainstreaming them into national policy documents and agreeing on approaches for the coherent implementation of decisions of the governing bodies of multilateral environmental agreements and through concerned policy action.

11.47 To contribute to ensuring that countries abide by strong legal institutions and frameworks that increasingly implement environmental goals in the context of sustainable development at the global, regional and national levels, the subprogramme will continue to invest in the development and dissemination of knowledge 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 expected to result in enhanced institutional capacity and legal frameworks of partner countries, 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. This work is also expected to help Member States to make progress towards the achievement of targets 17.14 and 17.15 of the Goals. Past results in these areas include 15 countries having enhanced institutional capacity and environmental legal frameworks, 62 countries having developed sustainable development cooperation frameworks with the support of the subprogramme and 11 countries reporting on the integration of environmental considerations in national planning and budgeting processes.

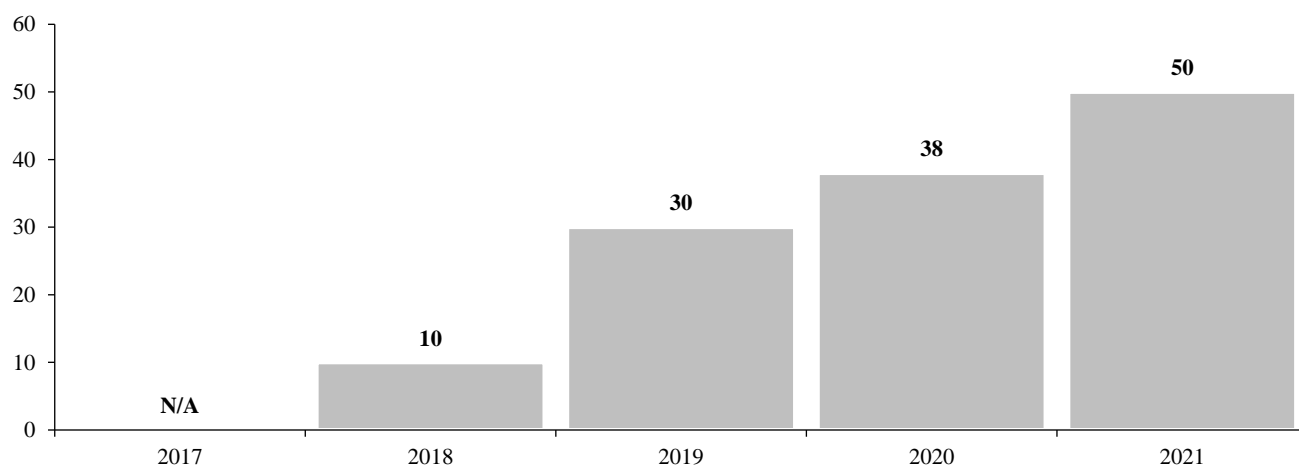
Planned results for 2021

Result 1: strengthened environmental law implementation (result carried over from 2020)

11.48 The subprogramme will continue the work related to the prevention of illegal trade and unsustainable exploitation, in line with its mandate, and will assist countries in strengthening institutional capacities to implement environmental laws, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.V

Performance measure: number of countries with enhanced institutional capacity and legal frameworks to enforce environmental legislation



Abbreviation: N/A, not applicable.

Result 2: leaving no one behind: more countries engage in financial shifts to deliver on the poverty-environment nexus (new result)

11.49 The subprogramme has been working in several regions to strengthen the integration and mainstreaming of poverty-environment objectives into the policies, plans, regulations and investments of partner countries in order to accelerate the delivery of the 2030 Agenda and the Sustainable Development Goals. In 2018, the subprogramme launched the Poverty-Environment Action for Sustainable Development Goals (2018–2022) initiative in partnership with the United Nations Development Programme. The initiative builds on more than a decade of experience of its predecessor programme, the Poverty-Environment Initiative, which advanced mainstreaming of poverty and the environment in 52 national plans in 23 countries and 112 sectoral policies and plans in 16 countries, and supported 41 monitoring and evaluation systems to incorporate poverty-environment indicators in 18 countries and 76 budgeting and expenditure processes in 15 countries.

Internal challenge and response

11.50 The challenge for the subprogramme was to generate robust evidence of the impact of linkages between poverty and the environment for poor and those in vulnerable situations that would support effective policymaking and decision-making of partner countries. This challenge originated from the difficulty for the subprogramme to monitor post-project results towards the end of a project, as no strategic partnerships were envisaged as part of the project to assist with the continuous monitoring of generated impacts. In response, the subprogramme will more proactively monitor the uptake of results by multiple stakeholders in both the public and private sectors of a country as part of the standard project evaluation process of Poverty-Environment Action for Sustainable Development Goals, including through the establishment of appropriate partnerships to that end. Moreover, building on the legacy of the Poverty-Environment Initiative, Poverty-Environment Action for Sustainable Development Goals will apply the lessons learned over the course of the Poverty-Environment Initiative by strengthening the support to partner countries with a stronger focus more specifically aimed at aligning their finance and investment processes with poverty, environment and climate objectives to accelerate efforts made towards sustainable development. To do so, Poverty-Environment Action for Sustainable Development Goals will also capitalize on the political momentum built through the adoption of resolution 4/18 by the United Nations Environment Assembly at its fourth session, in 2019, which the subprogramme supported. In the resolution, the Environment Assembly urged Member States and the private sector to apply integrated, innovative and coherent approaches in developing and implementing policies, laws, plans and budgets that shift public and private finance investment options towards environmental sustainability and poverty eradication. Applying the lessons learned from the Poverty-Environment Initiative and building on the outcomes of sessions of the United Nations Environment Assembly, Poverty-Environment Action for Sustainable Development Goals will leverage the broader 2030 Agenda and Sustainable Development Goals implementation processes, such as the voluntary national review, to provide new entry points, not only to mainstream environmental sustainability and related climate concerns for poverty eradication, but also to gradually shift government priorities and resource allocation towards addressing those issues. Furthermore, the initiative will continue to provide opportunities to improve the quality of private sector investments to support poverty-environment objectives. Engagement with the private sector, in particular, will be carried out by strengthening the capacity of targeted public sector institutions to engage and partner with the private sector so as to promote quality investment in support of environmental sustainability and climate objectives for poverty eradication. On that basis, the initiative will focus

its support on nine target countries (seven in 2020 and two in 2021) chosen on the basis of demand, as well as evidence of environmental degradation and natural resource unsustainability that affect the poor and the vulnerable in their national contexts, providing relevant support, including on shifting public and private finance investment options towards poverty eradication and environmental sustainability.

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

11.51 This work is expected to contribute to ensuring 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, which would be demonstrated by an additional nine countries (seven countries in 2020 and two countries in 2021) that mainstream poverty and environmental sustainability in their national policies, plans and budgets while shifting public and private finance investment options towards poverty eradication and environmental sustainability.

Table 11.7
Performance measure

2017	2018	2019	2020	2021
Under the Poverty-Environment Initiative, 23 countries advance poverty-environment mainstreaming in their national plans and strategies	Countries begin mainstreaming poverty and environment considerations into national processes, with a stronger focus on finance and investment aligned with the Sustainable Development Goals with the support of the Poverty-Environment Action for Sustainable Development Goals initiative	Countries adopt United Nations Environment Assembly resolution 4/18 on the poverty-environment nexus, which emphasizes the need for countries to shift public and private finance investment options towards poverty eradication and environmental sustainability	Seven countries mainstream 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	Two countries mainstream 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

Legislative mandates

11.52 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

United Nations Environment Assembly resolutions

1/3	Illegal trade in wildlife	2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariats
2/2	Role and functions of the regional forums of ministers of the environment and environment authorities		
2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions	3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development
		4/17	Promoting gender equality and the human rights and empowerment of women and girls in environmental governance

Deliverables

11.53 Table 11.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.8

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	13	20	25	27
1. Environmental law and governance meetings	13	20	25	27
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	6	5	4
2. Projects on environmental law	1	2	1	2
3. Projects on supporting the implementation of multilateral environmental agreements	3	3	3	1
4. Project on poverty-environment nexus	1	1	1	1
Seminars, workshops and training events (number of days)	—	7	30	15
5. Train-the-trainer events on environmental governance	—	7	30	15
Publications (number of publications)	4	4	4	8
6. Global reports on environmental law	4	4	4	8
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: digital platforms and multimedia content.				

Subprogramme 5

Chemicals, waste and air quality

Objective

11.54 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

11.55 To contribute to advancing the sound management of chemicals and waste at all levels in order to achieve a healthier environment and better health for all, 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 through the provision of 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 waste prevention and the sound management of electronic and other forms of waste. This work, which will take place at the global, regional, national and subnational levels, as relevant, is expected to result in an increased number of countries that adopt and implement 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 from industry and civil society organizations in advancing the broader international chemicals and waste agenda. All of this work is also expected to help Member States to make progress towards the achievement of targets under Sustainable Development Goals 3, 6, 11, 12 and 14, particularly by reducing the risk of deaths and illnesses caused by hazardous chemicals and waste, as well as minimizing air, water and soil pollution at various levels. Past results in these areas include the successful negotiation by countries and entry into force in 2017, with the facilitation of the subprogramme, of a new global legally-binding instrument, the Minamata Convention on Mercury, to accelerate action and control mercury emissions from industry, the use of certain products and processes and artisanal small-scale gold mining in order to minimize and, where feasible, eliminate global, anthropogenic releases into air, water and land of this highly hazardous chemical.

11.56 To contribute to the improvement of air quality at all levels in order to achieve a healthier environment and better health for all, the subprogramme will provide further technical and advisory support to Governments, particularly with regard to identifying national emissions sources and building institutional capacity to develop and use air quality assessments with publicly accessible monitoring data and information. This work, which will take place at the global, regional, national and subnational levels, as relevant, is expected to result in the improved ability of Governments to identify national emissions sources and develop targeted solutions to reduce air pollution. The subprogramme will also support Governments in the development of policies, standards and legal, regulatory, fiscal or institutional frameworks and mechanisms for the reduction of air pollutants, which is expected to result in 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-carbon transport solutions, such as walking, cycling and electric mobility. The subprogramme will also continue to support the awareness-raising efforts by Governments, in collaboration with relevant partners, on the

importance of air quality, in particular through the “BreatheLife” campaign, which encourages Governments to work towards clean air by raising awareness and implementing new solutions. This work is expected to result in the increased capacity of Governments to communicate about air quality in an understandable way and make air quality data and other relevant information publicly available. All of this work is also expected to result in helping Member States to make progress towards the achievement of targets under Sustainable Development Goals 3, 7 and 11, particularly through the improvement of air quality leading to a reduced burden of air pollution on the environment and human health. Past results in these areas include the adoption by seven countries of fuel standards and the phasing out of lead in fuel in 2018 to address air pollution, resulting from strengthened capacities to develop policies, standards and practices and the identification and promotion of 25 air quality measures by Asia-Pacific countries to reduce air pollution, driven by an improved scientific understanding of the sources and devastating impacts of air pollutants on human health.

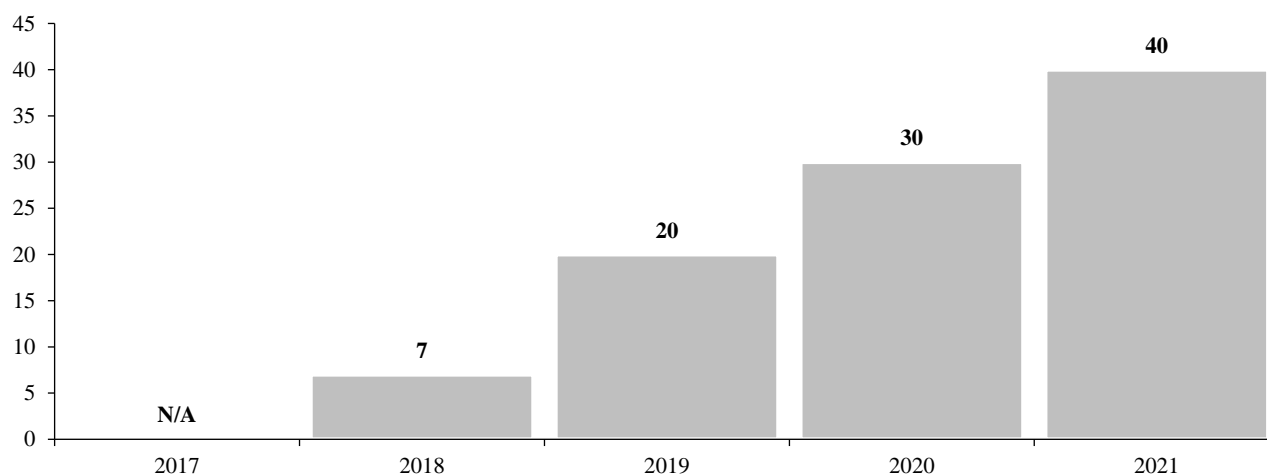
Planned results for 2021

Result 1: strengthened pollution action to protect people and the planet (result carried over from 2020)

11.57 The subprogramme will continue the work related to the management of chemicals, in line with its mandate, and will deliver awareness campaigns to demonstrate the benefits of chemicals, waste and air quality management in order to increase engagement from civil society in chemicals management, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.VI

Performance measure: number of civil society organizations that have undertaken action on improving chemicals management



Abbreviation: N/A, not applicable.

Result 2: stepping up worldwide efforts to advance the sound management of waste (new result)

11.58 The subprogramme has been working with Governments and non-governmental stakeholders to develop regional, national and sectoral policies and strategies to enhance the sound management of waste since 2006. This has resulted in the development of strategies and policies by many local governments and stakeholders for the sound management of waste, including the strengthening of regulatory frameworks for the sound management of electronic waste. With a staggering volume of 8 million tons of plastic waste ending up in the oceans every year, the subprogramme is now increasingly focusing on the prevention and management of plastic waste to eliminate the long-term discharge of plastics and microplastics into the ocean, in line with United Nations Environment Assembly resolutions 3/7, 4/6, 4/8 and 4/9. The subprogramme has facilitated efforts in this direction and supported Governments, regional bodies and other stakeholders to drive forward measures and partnerships for the effective development of actions and activities to enhance waste management and prevent marine litter, including through voluntary commitments. With nearly 80 per cent of waste, including plastic waste, still ending up in landfills or in the environment, waste remains one of the most critical societal environmental issues of our time. The development of integrated waste management approaches, tools and instruments to support Governments will therefore stay at the heart of the subprogramme's efforts towards a pollution-free planet.

Internal challenge and response

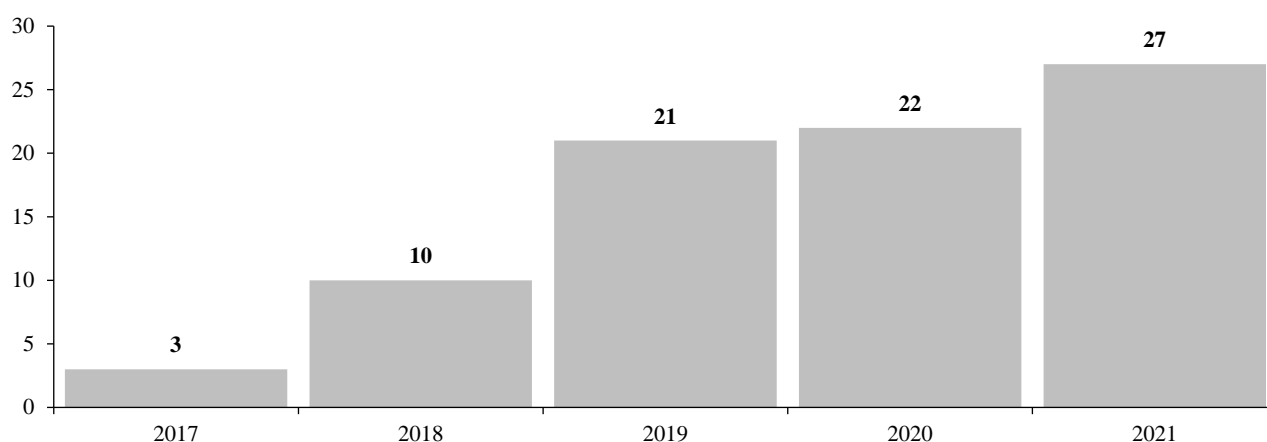
11.59 The challenge for the subprogramme was to clearly communicate the importance of strengthening the sound management of waste according to the waste hierarchy, including waste prevention, in order to keep up with international trends in waste generation and management. Whereas sustainable consumption and production, including circular approaches, currently attract a lot of attention, and eco-design and circularity are critical elements for a long-term solution to the waste issues, much of the pollution experienced today, especially in developing countries, still results from inadequate waste management. Accordingly, it has proven difficult to demonstrate the avoided costs and environmental impacts of waste prevention. Furthermore, the subprogramme had strongly focused on technical work and less so on embedding waste in the broader narrative related to pollution and circularity. In response, the subprogramme will intensify its communication of the main findings of global and regional waste management assessments and draw attention to the benefits of sound waste and pollution management to the environment and human health, including avoided costs (of inaction) and the retention of valuable resources. The subprogramme will also seek close cooperation with subprogramme 6, Resource efficiency, to pursue a dual approach, whereby support for enhancing sustainable consumption and production, including circularity, is complemented by support for countries in the development and implementation of strategies for the sound management of waste that will help to stop the leakage of plastic and other waste from the economy to the environment, avoid human exposure to harmful substances – often by the most vulnerable – and promote the careful handling of rapidly growing (hazardous) fractions, such as e-waste. Furthermore, the subprogramme will work towards developing integrated programmes involving global and regional teams to address priority waste streams in an integrated manner. Drivers that the subprogramme aims to influence through this expected work include the demonstration of financial gains, as well as avoided health and societal costs, a reduction in social injustice building on the right to a clean environment, and the potential for an increase in green job models and green market shares.

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

11.60 This work is expected to contribute to advancing the sound management of waste at all levels in order to achieve a healthier environment and better health for all, which would be demonstrated by 27 countries (an additional five countries compared with 2020) implementing waste prevention and sound waste management policies, including policies aimed at the reduction of plastic waste leakage into the environment as well as strategies and action plans for the handling of hazardous waste that would help with appropriately handling the various waste streams while adhering to the waste hierarchy, starting with the prevention of waste generation.

Figure 11.VII

Performance measure: total number of countries implementing policies on the prevention and sound management of waste



Legislative mandates

11.61 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	24/4	Prevention of illegal international trade
		25/5	Chemicals management, including mercury
SS.XII/4	Consultative process on financing options for chemicals and wastes	27/12	Chemicals and waste management
SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster		

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
		4/9	Addressing single-use plastic products pollution
3/7	Marine litter and microplastics		

Deliverables

11.62 Table 11.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.9

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	4
1. Projects on the development of policies and legal, institutional or fiscal strategies and mechanisms for sound chemicals management	4	4	4	4
Seminars, workshops and training events (number of days)	–	4	4	4
2. Seminars and training events on the sound management of chemicals and waste	–	4	4	4
Publications (number of publications)	–	1	1	1
3. Global assessment of state of and trends in laws, regulations and fiscal policies for sound chemicals and waste management	–	1	1	1
Technical materials (number of materials)	3	3	3	4
4. Technical reports on status, trends and related risks and improvements in chemicals and waste management at various scales	1	1	1	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
C. Substantive deliverables				
Consultation, advice and advocacy: advice to countries on environmental practices and waste management; and advice to countries and stakeholders on policymaking, standards and strategy development.				
Fact-finding, monitoring and investigation missions: missions on status and trends relating to chemicals management, waste management and air quality, including on marine litter and other forms of pollution.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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 Resource efficiency

Objective

11.63 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

11.64 To contribute to the advancement of the transition by countries and businesses to sustainable development through multiple pathways, including the uptake of

inclusive green economic policies and the adoption of sustainable consumption and production patterns, 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 also 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. These include, but are not limited to, delivery platforms and flagship initiatives, such as the International Resource Panel, the Green Growth Knowledge Platform and the Partnership for Action on Green Economy, and the continued engagement with regional bodies, economic commissions, United Nations entities and United Nations country teams. This work is expected to result in the creation of an enabling policy environment for a shift to inclusive sustainable consumption and production patterns, as well as directly helping Member States to make progress towards the achievement of targets under Sustainable Development Goals 8 and 12. Past results in these areas include seven countries adopting green economic policies under the Partnership for Action on Green Economy in 2018. Progress has also been made with regard to knowledge management, with the successful launch in 2019 of the *Global Resources Outlook* and *Mineral Resource Governance in the Twenty-First Century* reports of the International Resource Panel.

11.65 To contribute to the advancement of the transition by countries and businesses to sustainable development through the decoupling of economic activity from unsustainable resource use and environmental impact, while improving human well-being, the subprogramme will continue to support countries and subnational governments to institutionalize capacities and implement national development plans, policies or action plans on sustainable consumption and production, which is expected to result in improved resource efficiency and sustainability measures. Furthermore, the subprogramme will support businesses along value chains and broadly across sectors to adopt and implement sustainable management and cleaner production practices, as well as increasingly invest in circular and green technologies. The subprogramme will also promote sustainable lifestyles and consumption patterns through educational and awareness-raising campaigns and initiatives, which are expected to result in a shift towards sustainable products. Such campaigns will respond to generational and gender-specific roles and needs of consumers. All of this work is expected to help Member States to make progress towards the achievement of targets under Sustainable Development Goals 4, 8, 9 and 12. Past results in these areas include the development of national tourism roadmaps aligned with targets under the Goals with over 80 companies in four countries, a plastic economy global commitment launched in 2018 and signed by more than 400 organizations, uniting industries and governments behind a common vision of a circular economy in the context of sustainable consumption and production for plastics, with targets towards this vision for 2025, and an increased number of awareness-raising, advocacy and educational initiatives demonstrating the benefits of sustainable lifestyles, consumption and production, notably the social media kit, “Anatomy of Action”.

Planned results for 2021

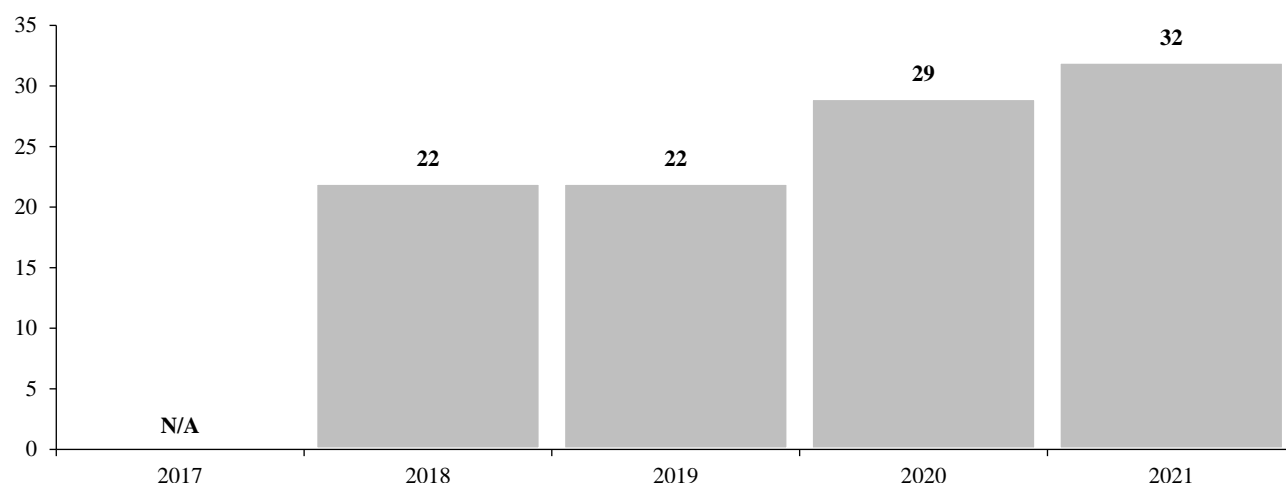
Result 1: countries on a pathway to sustainable development (result carried over from 2020)

11.66 The subprogramme will continue the work related to sustainable consumption and production, in line with its mandate, and will provide assistance to countries and stakeholders, including in the areas of environmental sustainability, sustainable lifestyles and sustainable consumption and production towards low-carbon

development pathways, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.VIII

Performance measure: number of countries that have implemented green economy policies



Abbreviation: N/A, not applicable.

Result 2: accelerating progress towards sustainable consumption and production (new result)

11.67 The subprogramme has been working globally to support the transition to sustainable development through multiple pathways, including inclusive green economic pathways and sustainable trade, and through the adoption of sustainable consumption and production action plans at all levels. From 2010 to 2019, the subprogramme supported 26 countries in the implementation of green economy and sustainable consumption and production policies, contributing to the delivery of the 2030 Agenda. This work included supporting Governments, businesses and other stakeholders to adopt sustainable production and management practices in global supply chains in the building and construction, food and agriculture, finance and tourism sectors, as well as supporting small and medium-sized enterprises across several manufacturing sectors. It also promoted sustainable lifestyles and sustainable consumption patterns through educational and awareness-raising campaigns and initiatives. However, from 2021 onwards, the subprogramme will focus on increased delivery at scale and on greater coherence between policies and actions in order to achieve the transformative action required for the implementation of Sustainable Development Goal 12.

Internal challenge and response

11.68 The challenge for the subprogramme was to ensure systematic interventions and actions and the use of a systemic approach that encompasses economic, social and environmental perspectives in order to scale up solutions in transformative sectors. In response, the subprogramme will work more systematically on these interlinkages to deliver a more coherent uptake of systemic approaches by Governments and businesses. This will occur through the increased mainstreaming of systemic

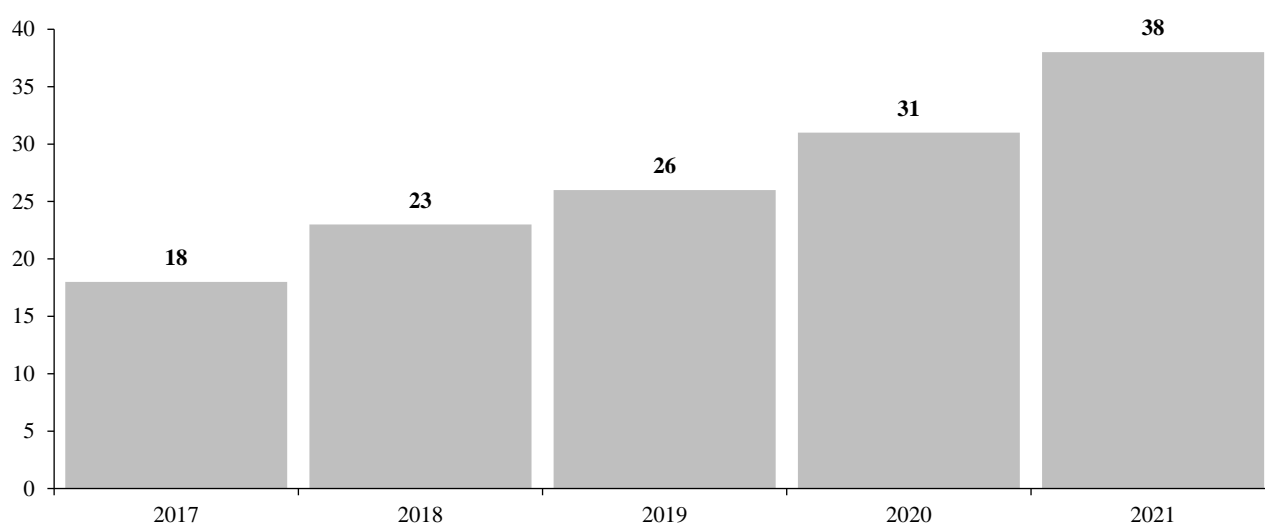
approaches through the provision of consultations, advice and advocacy to stakeholders on the topics of resource efficiency, circularity, life cycle approaches, sustainable lifestyles and sustainable consumption and production. It will also focus on scaling up the work of the One Planet network (the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns), the Partnership for Action on Green Economy and other initiatives, such as the Global Opportunities for the Sustainable Development Goals programme or the “SWITCH” programmes on resource efficiency in the Mediterranean, Asia and Africa.

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

11.69 This work is expected to contribute to the advancement of the transition by countries and businesses to sustainable development through multiple pathways, including the uptake of inclusive green economic policies and the adoption of sustainable consumption and production patterns, which would be demonstrated by an additional seven countries compared to 2020, bringing the total for 2021 to 38, that adopt and implement sustainable consumption and production frameworks and related policies and action plans.

Figure 11.IX

Performance measure: total number of countries adopting and implementing sustainable consumption and production frameworks, policies and action plans



Legislative mandates

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

General Assembly resolutions

73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection	74/209	International Day of Awareness of Food Loss and Waste
		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		
4/1	Innovative pathways to achieve sustainable consumption and production	4/4	Addressing environmental challenges through sustainable business practices
		4/5	Sustainable infrastructure

Deliverables

11.71 Table 11.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.10

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	22	24	22	22
1. Projects on the green economy	10	10	10	10
2. Projects on sustainable consumption and production	12	14	12	12
Seminars, workshops and training events (number of days)	–	15	15	15
3. Seminars and training events on resource efficiency	–	15	15	15
Publications (number of publications)	–	5	5	5
4. Publications on resource efficiency	–	2	2	2
5. Publications on the green economy and sustainable consumption and production	–	3	3	3
Technical materials (number of materials)	10	10	10	10
6. Technical materials on assistance to Member States on the green economy	5	5	5	5
7. Assessments, tools and methodologies on sustainable consumption and production	5	5	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: on sustainable lifestyles, resource efficiency, green economy, circular economy and sustainable consumption and production; meetings of the International Resource Panel; and meetings of 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns/One Planet network.				
Databases and substantive digital materials: global minerals database, life cycle database (Life Cycle Initiative), sustainable consumption and production clearing house database and Green Growth Knowledge Platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: on sustainable lifestyles, the Partnership for Action on Green Economy, ministerial meetings and the United Nations Environment Assembly.				
Digital platforms and multimedia content: on sustainable lifestyles and good life goals.				

Subprogramme 7

Environment under review

Objective

11.72 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

11.73 To contribute to the strengthened capacity of Governments and non-government actors to access, generate and use quality environmental data and analysis, the subprogramme will continue to provide scientific environmental data through publicly accessible means, such as data visualization tools. To that end, the subprogramme will continue to improve on its earlier experience of creating publicly available online data portals (such as UNEP Live and Environment Live) by furthering the development and public dissemination of the World Environment Situation Room, which is expected to result in scientific environmental data being made available to Governments and the public at large and visualizing the state and performance of the world environment through near real-time maps supported by geospatial technologies and a knowledge platform that will allow users to access data, information and knowledge on topics related to the environment. The functioning of the World Environment Situation Room will also benefit from innovative partnerships between UNEP and private sector actors working in the field of technology, as well as the active engagement of the Global Resource Information Database networks and earth observation data and scientific collaborating centres (United States National Aeronautics and Space Administration, Yale University and Institute of Remote Sensing and Digital Earth, China). The subprogramme will also continue to support the development of scientific assessments, using sex-disaggregated data wherever possible, that are contributing to national and global decision-making and their dissemination across the global environmental community and the public at large. This work is expected to result in a more coherent approach to science-based environmental policymaking among countries, as well as heightened knowledge about the state of the world environment among the public at large. Past results in these areas include improved collaboration among all the government and non-government stakeholders involved in the preparation of the sixth edition of the *Global Environment Outlook*, published in 2019, and related regional environmental assessments, resulting in the use of UNEP Live by those stakeholders to develop data-backed visuals for the assessments, as well as collecting and sharing related ideas and data.

11.74 To contribute to the strengthened capacity of Governments and non-government actors 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, the subprogramme will continue to provide developing countries with analytical research, tools for better understanding the environmental dimension of sustainable development, including vulnerability and interlinkages, and training for capacity-building to measure, monitor and report on the environmental dimension of the Sustainable Development Goals. This work is expected to result in strengthened

evidence-based and integrated sustainable development policymaking in countries, as well as increased policy coherence for the integrated implementation of the 2030 Agenda and the environment-related Goals, namely, Goals 6, 12, 13, 14, 15 and 17. The subprogramme will also be able to measure Member States' progress with regard to the environmental dimension of the Goals in a more systematic and coherent manner. To that end, the subprogramme will continue to capitalize on its collaboration with the Statistical Commission and the five regional commissions in order to bring about more coherence in the way in which Member States integrate methods for tracking and measuring the environmental Goals in their national processes. This work is expected to result in the better ability of countries to collect data on Sustainable Development Goal indicators to support their own national sustainable development plans, and ultimately in more harmonized data for international comparability. Past results in these areas include 36 national institutions having improved their capacity to develop and use environmental statistical methods; 40 countries having reported data on six Sustainable Development Goal indicators for which no data were reported in 2016; and 20 countries having enhanced their environmental data-sharing and reporting through shared environmental information systems and environmental data.

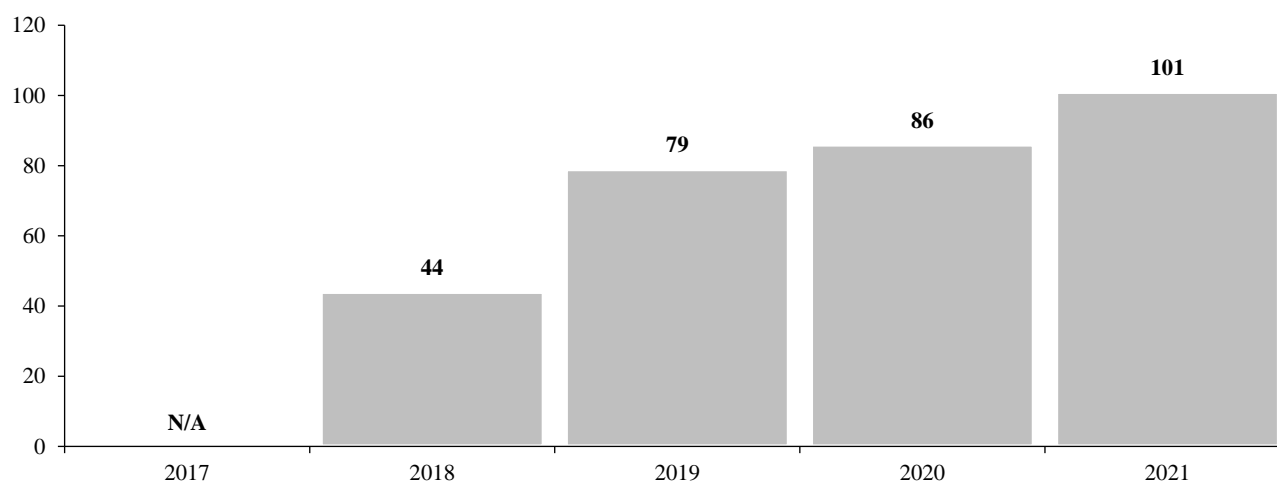
Planned results for 2021

Result 1: stepping up support through a strengthened science-policy interface (result carried over from 2020)

11.75 The subprogramme will continue the work related to monitoring and reporting on environmental indicators, in line with its mandate, and will assist countries in producing accurate and timely information and making it available for environmental decision-making, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.X

Performance measure: number of countries that use shared information system principles to report on global environmental goals, including the Sustainable Development Goals and their targets



Abbreviation: N/A, not applicable.

Result 2: towards more ambitious climate action through science-based decision-making (new result)

11.76 The subprogramme has been working on several global assessment reports to support Governments with science-based decision-making. Since 2010, the subprogramme has undertaken annual scientific assessments in the form of a report on the emissions gap, that is, the gap between countries' greenhouse gas emissions reduction pledges and the reductions required to keep the global average temperature increase to well below 2°C or 1.5°C above pre-industrial levels. The preparation of the report benefits from continuous country engagement, particularly through national experts acting as authors and reviewers, as well as through a rigorous country data vetting process. That process, which occurs on a voluntary basis, ensures that Member States are engaged in this scientific assessment and are able to provide feedback, while also benefiting from the information contained in the report that is collected to ultimately inform their own relevant policymaking processes at the national level.

11.77 In addition to providing an independent and evidence-based analysis of the emissions gap, the report also highlights potential mitigation actions that can help to bridge the gap. The Emissions Gap Report informs the negotiations at the Conference of the Parties to the United Nations Framework Convention on Climate Change and supports the nationally determined contributions cycles envisioned in the Paris Agreement. The ultimate goal of the Emissions Gap Report is to motivate actions and commitments of countries towards ambitious emissions reduction targets.

11.78 The latest findings of the *Emissions Gap Report 2019* indicate that unless global greenhouse gas emissions fall by 7.6 per cent each year between 2020 and 2030, the world will miss the opportunity to get on track towards the 1.5°C temperature goal of the Paris Agreement. It also highlights that despite the calls for action, emissions continue to rise. To achieve the reductions needed, unprecedented and transformative action by all countries is required immediately. The year 2020 is thus a crucial year for climate action. Under the Paris Agreement, all parties are requested to submit by 2020 new or revised nationally determined contributions, communicating how they will increase ambition and significantly step up their climate commitments. With the expectation of ambitious and concrete climate plans communicated in new or updated nationally determined contributions by 2020, the next decade will be defining for efforts to achieve the global climate goals.

Internal challenge and response

11.79 The challenge for the subprogramme, and more specifically the *Emissions Gap Report*, was to engage stakeholders within the limited time frame allotted for consultation and the production of the report (one year), as was seen in some concerns raised with regards to data used. More efforts will be made for future reports to be fair and accountable. In 2021, the subprogramme will provide a critical assessment of the emissions gap based on the new and updated nationally determined contributions submitted by the parties, and the analysis will be crucial in determining how close the world is to achieving the long-term temperature goal. As nature's signals become clearer – with the rising global temperature as well as the intensity and severity of extreme weather events – risks and costs of no action also become clearer. In response to the challenge outlined, for the 2021 *Emissions Gap Report*, the subprogramme will undertake closer and more regular consultations with Member States, particularly through the country data vetting process, to ensure that Member States are given the opportunity to confirm the relevant content of the report in advance including descriptions of respective national policies for enhanced accountability of the report, focusing on increased outreach and dissemination of the findings of the *Emissions Gap Report* to national expert groups, and how those findings can inform the development

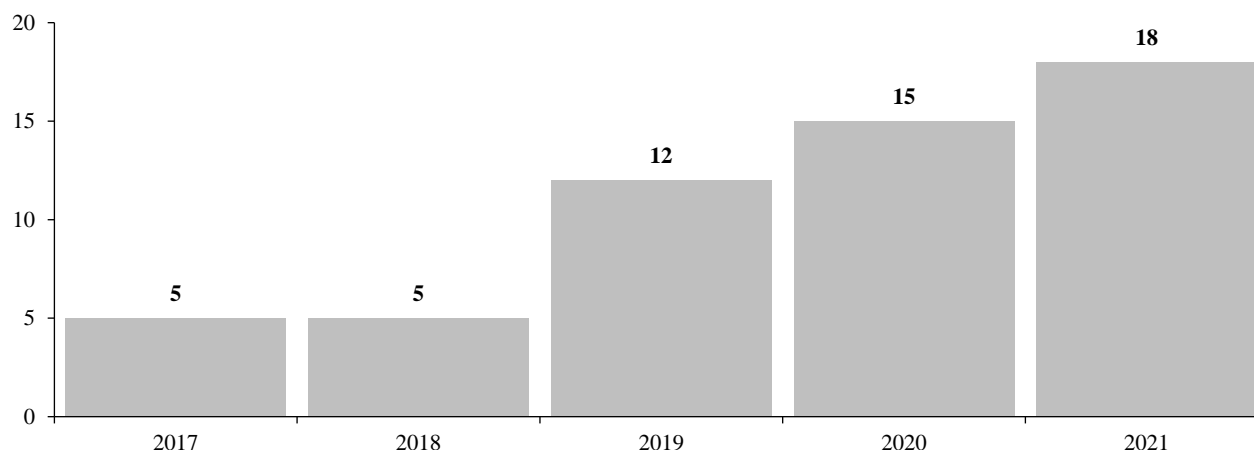
or upgrading of relevant national policymaking processes. To support greater reach of the *Emissions Gap Report*, particularly at the regional level, the subprogramme will also ensure the more strategic use of its regional presence, particularly its regional offices, to communicate the findings of the *Emissions Gap Report* and to subsequently spur the increased participation of countries in the *Emissions Gap Report* process.

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

11.80 This work is expected to contribute to the strengthened 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, which would be demonstrated by an additional three countries in 2021 (for a total of 18 countries) that engage in the development of the *Emissions Gap Report* through the country data vetting process compared to 2020 (15 countries). Furthermore, the findings of the *Emissions Gap Report* are expected to provide critical inputs to the increase of national climate ambitions in a post-2020 perspective. The additional value of the *Emissions Gap Report* in 2021 and beyond will be in providing relevant in-depth focus of the context for the emissions gap key graph in the first part of the report. More specifically, countries and experts will have put forward the following potential aspects, among others, to look at in-depth in the forthcoming *Emissions Gap Reports*: production- v. consumption-related emissions; financing to bridge the emissions gap; the role of non-State actors, such as institutional investors; assessing the potential for bridging the gap by reducing consumption; and looking in-depth at shipping and aviation.

Figure 11.XI

Performance measure: total number of countries engaged in the development of the *Emissions Gap Report* through the country data vetting process



Legislative mandates

11.81 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
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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

11.82 Table 11.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.11

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	7	2	9
1. Projects on keeping the environment under review	–	5	1	6
2. Projects on supporting the implementation of the Sustainable Development Goals	–	2	1	3
Seminars, workshops and training events (number of days)	–	–	2	–
3. Seminar on keeping the environment under review	–	–	2	–
Publications (number of publications)	2	2	1	1
4. Global reports on keeping the environment under review	2	2	1	1
Technical materials (number of materials)	1	2	1	3
5. Technical materials on early warning and assessments	1	2	1	3
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Governments and other entities, including from the United Nations system, and stakeholders on methodology development and capacity development in the area of data collection methodologies relating to the Sustainable Development Goals; advice to Governments and stakeholders on strengthening the science-policy interface; and advice to Governments and stakeholders on implementing national environmental information systems.				
Databases and substantive digital materials: World Environment Situation Room; Online Access to Research in the Environment; and Global Environment Monitoring System/Air Programme.				
D. Communication deliverables				
Digital platforms and multimedia content: web pages, multimedia material and audio, video and social media content on the scientific work of UNEP.				

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 UN-Habitat, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives.

12.2 UN-Habitat support aims at developing the capacity of 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 2021

12.3 By 2050, almost 70 per cent of the world's urban population is expected to live in cities, making urbanization one of the most significant trends of the twenty-first century. Urbanization is now a global phenomenon, but there are considerable regional and sociopolitical disparities as to who benefits from it. Some 90 per cent of urban growth takes place in less developed regions, where it is mostly unplanned and capacities and resources are most constrained. Unplanned urban growth fuels the expansion of informal settlements and slums and the resultant 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. People living in slums and informal settlements often experience additional forms of exclusion and poverty-inducing factors, such as a lack of land rights and tenure security, a reduced capacity to engage in decent livelihood-generating activities and social exclusion and marginalization, which disproportionately affect women, young people, older persons, migrants and other persons in vulnerable situations. In addition, 1.2 billion people lack access to clean drinking water, 2.5 billion lack access to safe sanitation and fewer than 35 per cent of cities in developing countries treat their wastewater. In some parts of the world, urban areas are increasingly becoming epicentres of crises, insecurity and violence, sometimes contributing to displacement and forced migration. Currently, there are 763 million internal migrants and 224 million international migrants globally, most of whom live in urban areas, often under difficult conditions. 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 suffer the worst consequences of climate change-related disasters and natural and human-made crises and conflicts.

12.4 While urbanization brings challenges, it also presents huge opportunities to bring benefits to all levels of human settlements through the “urban advantage”. Indeed, if planned in an inclusive and integrated manner, this urban advantage can be realized through the effective concentration of resources, jobs and the structures and services necessary to promote a decent quality of life and inclusive communities.

12.5 The UN-Habitat strategy for delivering the programme plan in 2021 is driven by the strategic plan for the period 2020–2023. As part of its strategic plan process, UN-Habitat reviewed its strengths, weaknesses, opportunities and threats and recalibrated its vision, mission and strategic focus.

12.6 Overall, the strategic plan gives the clear message that UN-Habitat is strengthening and moving towards a more innovative, delivery-focused, partnership-oriented model of operation with a view to mainstreaming impacts towards sustainable urbanization. In addition, the plan makes clear that UN-Habitat aims to be a dynamic, fit-for-purpose organization. More specifically, the plan outlines the mode of delivery of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals, especially Goal 11.

12.7 The vision of UN-Habitat, as contained in the strategic plan, focuses on impact and improving people’s lives – “a better quality of life for all in an urbanizing world”. The mission is to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one behind. There are four interconnected and mutually reinforcing domains of change against which the subprogramme structure of the programme of work is aligned. These are:

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

12.8 The four subprogrammes were approved in the strategic plan for the period 2020–2023 by the first session of the UN-Habitat Assembly, which met in May 2019 in Nairobi.

12.9 As part of the strategic plan for the period 2020–2023, UN-Habitat is positioning itself in the following ways:

(a) It will conclude the full operationalization of these subprogramme areas, which are being delivered through a combination of the traditional programme and activity areas of UN-Habitat as well as through five integrated and catalytic flagship programmes. In addition, UN-Habitat will continue to deliver its initiatives by leveraging integrated, partnership-driven work practices underpinned by more systematic interrelations between the normative and operational work of UN-Habitat. The flagship programmes signal a paradigm shift in the way UN-Habitat works and can help bring about transformative change in cities and human settlements. The flagship programmes deepen the programming coherence in view of achieving transformative results and leaving no one behind;

(b) The flagship programme entitled “Inclusive, vibrant neighbourhoods and communities” responds with spatial interventions to all four subprogrammes. It

employs urban regeneration as a tool to reduce spatial inequalities and poverty. Supporting the social, economic and environmental transformation of deprived areas and strategic locations within a city will result in connected, dynamic, diverse and vibrant neighbourhoods. This transformation of urban areas will increase the equality of outcomes for all;

(c) The flagship programme entitled “People-focused smart cities” addresses all four subprogrammes by promoting the deployment of technological innovations to realize sustainability, inclusivity, prosperity and the right to adequate housing. This will make the urban digital transformation work for the benefit of all;

(d) The flagship programme entitled “RISE-UP: resilient settlements for the urban poor” contributes to all subprogrammes by leveraging large-scale investment to build urban adaptation and climate resilience in global hotspots of vulnerability and also address issues of spatial inequality;

(e) The flagship programme entitled “Inclusive cities: enhancing the positive impacts of urban migration” responds to subprogrammes 1, 2 and 4 by supporting local and national authorities in creating inclusive and non-discriminatory urban environments for all people. This programme will foster social cohesion among host and migrant communities, increase inclusive access to urban services and improve living conditions while promoting human rights;

(f) The flagship programme entitled “Sustainable Development Goals cities” addresses all four subprogrammes, improving the overall implementation of the Goals by supporting cities with regard to connecting evidence to policies and finding sources of finance.

12.10 These flagship programmes drive the delivery of the strategic plan for the period 2020–2023 and the annual programme of work. They will reduce fragmentation through geographical convergence and greater thematic connectivity of activities to achieve impact everywhere the organization is present. They will strengthen coherence among initiatives implemented in multiple locations, facilitating the cross-fertilization of ideas, experiences and lessons within the Programme as well as with partners. The flagship programmes will enable the establishment of long-term partnerships and commitments from national and local governments, donors and other relevant organizations. The flagship programmes will build on and bring together several past and ongoing initiatives of UN-Habitat.

12.11 The 2021 programme of work will continue to streamline social inclusion as a process and outcome to address key cross-cutting issues (relating to older persons, children and people with disabilities, as well as gender and youth), which will strengthen the programming of UN-Habitat towards leaving no one behind.

12.12 Through its normative work and research, which focuses on the “how to” component of sustainable urbanization, UN-Habitat will develop new guiding frameworks, tools and capacity-building materials, set standards, propose norms and principles and share good practices. It will also monitor global progress and support intergovernmental, regional, national and subnational bodies in their formulation of policies related to sustainable cities and human settlements. In so doing, UN-Habitat will build on its experience of evidence-based normative work, such as the global flagship reports (the *Global Report on Human Settlements* and the *State of the World's Cities* report, now combined into the periodic *World Cities Report*, and various themed reports) and the Global Urban Indicators database. More systematic engagement will occur with global networks to develop and test these tools, such as the Global Land Tool Network, the Global Water Operators' Partnerships Alliance and the Global Network on Safer Cities. UN-Habitat will use its globally recognized guides, including the International Guidelines on Decentralization and Access to

Basic Services for All, the International Guidelines on Urban and Territorial Planning and the United Nations System-wide Guidelines on Safer Cities and Human Settlements.

12.13 In addition, technical cooperation work will build upon the UN-Habitat experience of implementing programmes and projects at the local, national and regional levels to guide the work and ensure that there is 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.

12.14 Given that cities play a vital role in achieving the sustainable urban development agenda, UN-Habitat will reenergize its partnerships with local authorities and their associations and city networks within the context of national policies. Furthermore, UN-Habitat 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.

12.15 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 and key global meetings such as the World Urban Forum (which now also serves as one of the platforms on the reporting processes of the New Urban Agenda), World Cities Day and World Habitat Day.

12.16 As a focal point for sustainable urbanization and human settlements, UN-Habitat will monitor and report on global conditions and trends and lead and coordinate the implementation of the New Urban Agenda in the United Nations system, in collaboration with other United Nations agencies. It will rely on the use of technological innovative and smart solutions for basic services (water, sanitation, energy and waste management) as well as transport and mobility, and on robust data and analysis generated through tools such the Global Urban Observatory and the City Prosperity Initiative (which began as the City Prosperity Index), to support the global monitoring of the Sustainable Development Goals related to urban development.

12.17 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;
- (b) 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;
- (c) Robust disaggregated urban data is available to support the research and advocacy work of UN-Habitat;
- (d) Social, political and macroeconomic stability continue in the areas in which UN-Habitat and partners will be implementing programmes projects.

12.18 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the highlighted planned result for 2021 for subprogramme 1 demonstrates the aim of UN-Habitat interventions to enhance tenure security for women in the Arab world. For subprogramme 4, the

deliverables include advice on women's access to land in order to consolidate peace in post-conflict countries.

12.19 With regard to cooperation with other entities, UN-Habitat will support efforts by Member States to develop policies, frameworks and actions that boost the productivity of cities and regions through an integrated territorial development approach. This will be done through collaboration with local and regional governments and their associations, the World Bank, regional development banks, the Department of Economic and Social Affairs, the United Nations Economists' Network, the regional economic commissions, the United Nations Conference on Trade and Development, the United Nations Industrial Development Organization (UNIDO), the United Nations Development Programme (UNDP), the European Union, the Organization for Economic Cooperation and Development, financial institutions, foundations and academia. 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 youth, UN-Habitat will collaborate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the International Labour Organization, the International Organization for Migration (IOM), UNIDO, the United Nations Innovation Network, technology companies, "smart city" associations, innovation hubs, academia and other organizations. To mainstream environmental sustainability into urban development, UN-Habitat will collaborate with the United Nations Environment Programme to implement the Greener Cities Partnership, with the United Nations Framework Convention on Climate Change to develop national climate actions plans and with the United Nations Office for Disaster Risk Reduction, the World Bank, the European Union and UNDP to develop frameworks for joint financing mechanisms and to harmonize the implementation of the Sendai Framework for Disaster Risk Reduction. UN-Habitat will collaborate with the Office of the United Nations High Commissioner for Refugees, UNDP, IOM and the World Food Programme to integrate sustainable urban development into the humanitarian response, and with the United Nations Office on Drugs and Crime to promote safety in public spaces. UN-Habitat will collaborate with the World Health Organization and the United Nations Children's Fund 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 women and girls are both beneficiaries of projects and integral in their design and implementation.

12.20 With regard to inter-agency coordination and liaison, UN-Habitat will collaborate with other United Nations agencies to mainstream Sustainable Development Goal achievements and further develop an action framework on the implementation of the New Urban Agenda and regional action plans, and a system-wide strategy on sustainable urbanization. UN-Habitat, within the context of its normative role, will continue to work closely with the Department of Economic and Social Affairs and the regional economic commissions to serve as a knowledge platform and the global first port of call for data and knowledge on cities, towns and rural settlements in all regions and countries of the world, and also collaborate with the resident coordinator system to improve the efficiency and effectiveness of operational activities at the country level.

Legislative mandates

12.21 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	71/235	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)
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements		
53/242	Report of the Secretary-General on environment and human settlements	71/256	New Urban Agenda
55/2	United Nations Millennium Declaration	72/146	Policies and programmes involving youth
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium	72/234	Women in development
		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)
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)		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/242	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

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		
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development	1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements
		1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme

Governing Council resolutions

18/8	Youth	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
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation		
20/1	Youth and human settlements		
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals	23/14	Sustainable urban development through policies for safer cities and urban crime prevention
20/7	Gender equality in human settlements development	24/4	Gender equality and women's empowerment to contribute to sustainable urban development
20/16	Enhancing the involvement of civil society in local governance	24/5	Pursuing sustainable development through national urban policies
21/3	Guidelines on decentralization and strengthening of local authorities	24/6	Supporting action for the creation of safer cities
21/6	Urban youth development	24/7	Making slums history: a worldwide challenge
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing	24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
22/9	South-South cooperation in human settlements		
23/3	Support for pro-poor housing		

24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender	25/6	International guidelines on urban and territorial planning
		25/7	United Nations Human Settlements Programme governance reform
24/12	Youth and sustainable urban development	26/4	Promoting safety in cities and human settlements
24/13	Country activities by the United Nations Human Settlements Programme	26/5	Regional technical support on sustainable housing and urban development by regional consultative structures
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	26/6	World Urban Forum
		26/8	Promoting the effective implementation, follow-up to and review of the New Urban Agenda
25/2	Strengthening national ownership and operational capacity	26/9	Human settlements development in the Occupied Palestinian Territory

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2017/24	Human settlements		
2018/11	Strengthening of the coordination of emergency humanitarian assistance of the United Nations		

Deliverables

12.22 Table 12.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 12.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	–	2
1. UN-Habitat inputs to reports of the Secretary-General and other United Nations system-wide documents	–	–	–	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
Substantive services for meetings (number of three-hour meetings)	3	3	6	7
3. Meetings of the governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	–	–	3	4
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
B. Generation and transfer of knowledge				
Publications (number of publications)	–	–	5	6
7. UN-Habitat flagship reports	–	–	4	5

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
8. UN-Habitat annual report	–	–	1	1

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, leaflets and profiles on urban monitoring and reporting, public information materials and advocacy for national and regional forums and key events, including the World Urban Forum, World Habitat Day and World Cities Day; private sector-focused engagement frameworks; approximately 5 events, 2 on empowerment of women, youth and vulnerable groups, 1 on the Commission on the Status of Women, 1 on the World Urban Forum and 1 at the UN-Habitat Assembly.

Digital platforms and multimedia content: mobile phone-based app content for national and citywide citizen consultation on the realization of Sustainable Development Goal 11.

Evaluation activities

12.23 The following evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Self-evaluation: evaluation of impact, outcomes of the ninth session of the World Urban Forum;
- (b) Self-evaluation: evaluation of World Cities Day;
- (c) Self-evaluation: evaluation of the project on strengthening national capacities for formulate and adopt housing and slum upgrading strategies;
- (d) Self-evaluation: mid-term programme evaluation of the Kabul Strengthening Municipal Nahias Program;
- (e) Self-evaluation: evaluation of the strategic development phase for the Global Future Cities Programme;
- (f) Self-evaluation: evaluation of the Project for City Resilience in Afghanistan;
- (g) Self-evaluation: evaluation of the Future Saudi Cities programme;
- (h) Self-evaluation: evaluation of the UN-Habitat country programme in Lebanon;
- (i) Self-evaluation: Evaluation of the Clean and Green Cities programme.

12.24 The findings of the evaluations referenced in paragraph 12.23 above have been considered for the programme plan for 2021. Evaluation recommendations have informed the development of the strategic plan for the period 2020–2023 and the reorganization of UN-Habitat to strengthen accountability, effectiveness and efficiency. For example, based on recommendations of the evaluation on World Cities Day, UN-Habitat has taken action to strengthen the facilitation and integration of World Cities Day events and knowledge products into its own work and with other United Nations entities.

12.25 The findings of the evaluations referenced above have been considered for the programme plan for 2021. The following evaluations and self-evaluations are planned for 2021:

- (a) End of the programme evaluation of the Municipal Governance Support Programme in Afghanistan;
- (b) Evaluation of the end of phase II of Accelerating climate action through the promotion of Urban Low Emission Development Strategies (Urban-LEDS);

- (c) Two country self-evaluations;
- (d) Six project self-evaluations on projects that close in 2020;
- (e) Two thematic self-evaluations.

Subprogramme 1

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

Objective

12.26 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

12.27 To contribute to increased and equal access to basic services, sustainable mobility and accessible and safe public space, 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 (water, sanitation, energy, etc.), and the provision of sustainable mobility and public space. In the area of waste management, the subprogramme will 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. With regard to the area of public space, for example, these activities are expected to result in improved quality, accessibility, inclusion and safety of public spaces for all in urban areas. Past results in this area include 75 cities globally upgrading and revitalizing their public spaces to make them safe, inclusive and accessible to more than 1.8 million people, especially women, children, the elderly and people with disabilities. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goals 1, 6, 7, 11, 12 and 14.

12.28 To contribute to increased and secure access to land, and to adequate and affordable housing, 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. This work is expected to result in an increased number of people living in adequate and affordable housing and strengthened capacities of policymakers to implement sustainable land governance systems. Past results in these areas include more than 100 countries enacting constitutional provisions on the right to adequate housing. This led to 42 countries progressively delivering adequate and affordable housing to beneficiaries such as women, children, persons with disabilities, indigenous peoples and migrants alike, tenure security for 800,000 slum dwellers, sustainable livelihoods to 268,000

women and youth and improved living conditions for 516,203 people in 200 cities in 40 countries. This work helps Member States make progress towards achieving the Sustainable Development Goals, primarily Goals 1, 2, 5, 11 and 15.

12.29 To contribute to effective human settlements growth and regeneration, the subprogramme will 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 also provide technical assistance to national and local governments and cities seeking to develop specific bankable, catalytic and priority urban interventions. The subprogramme will also support partner cities in institutionalizing different approaches on urban regeneration through the development of specific plans, policies, technical guidelines and toolkits. These actions are expected to result in the transformation and regeneration of dilapidated urban areas into social and economically inclusive areas that offer improved quality of life to inhabitants. Past results in these areas include more than 20 cities adopting sustainable principles of urban planning in their planning exercises, and more effective and Sustainable Development Goal-compliant terms of reference for urban plans and projects being finalized and used to guide planning exercises, including for 30 urban projects. This work helps Member States make progress towards achieving Goal 11.

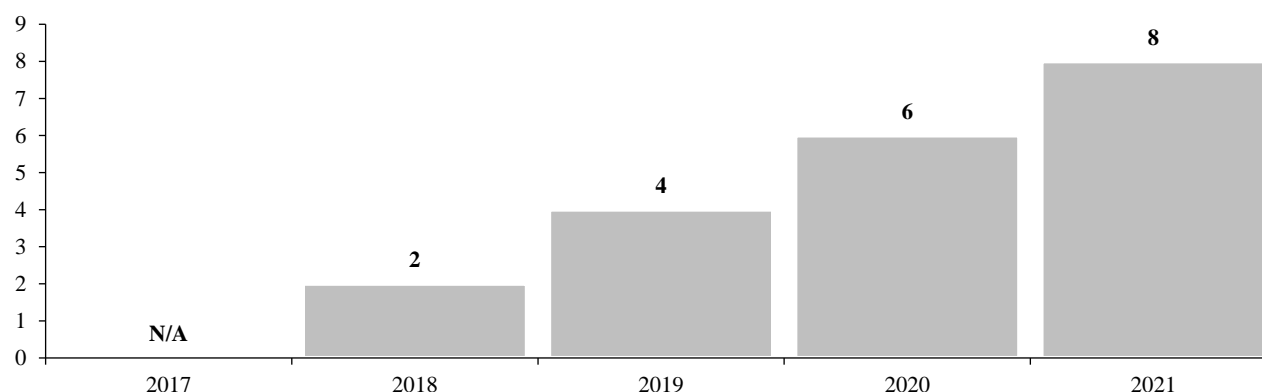
Planned results for 2021

Result 1: strengthened land rights for men and women in the Arab world (result carried over from 2020)

12.30 The subprogramme will continue the work related to land governance and tenure security for all, in line with its mandate, and will build the capacity of institutions to implement pro-poor and gender-responsive land tools and approaches that support land reforms, good land governance, sustainable land management and functional land sector coordination, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 12.I

Performance measure: total number of institutions involved in land administration in the Arab States implementing inclusive and gender-appropriate land tools and approaches with support from the United Nations Human Settlements Programme



Abbreviation: N/A, not applicable.

Result 2: inclusive, vibrant neighbourhoods and communities (new result)

12.31 Fragmentation of the urban space frequently manifests in segregation and concentration of poverty and multiple deprivations in certain pockets of the city. Neglected historical sites in inner cities, dilapidated housing and unplanned neighbourhoods are shared experiences in cities irrespective of income class. Urban regeneration is one tool to reduce spatial inequalities by improving quality of life in targeted areas of the city while also incubating economic, social and environmental benefits for the wider city. Urban regeneration initiatives are being undertaken by various actors through a diversity of mechanisms and funding; however, outcomes are often unsatisfactory as far as social inclusion and the protection of the most vulnerable residents are concerned.

12.32 The subprogramme has launched a flagship programme on urban regeneration entitled “Inclusive, vibrant neighbourhoods and communities”, which will provide support to national and local governments to undertake inclusive regeneration projects and initiatives. The regeneration flagship programme scales up the Programme’s past experiences with urban regeneration initiatives, planned city infill and urban upgrading to establish global knowledge and norms and build the capacity of national and local governments for inclusive urban regeneration. The flagship programme will build on existing instruments and principles, including the right to adequate housing and key elements of the New Urban Agenda relating to urban planning, legislation and governance. Demonstration projects are being designed in collaboration with partner cities to enable local testing and learning.

Internal challenge and response

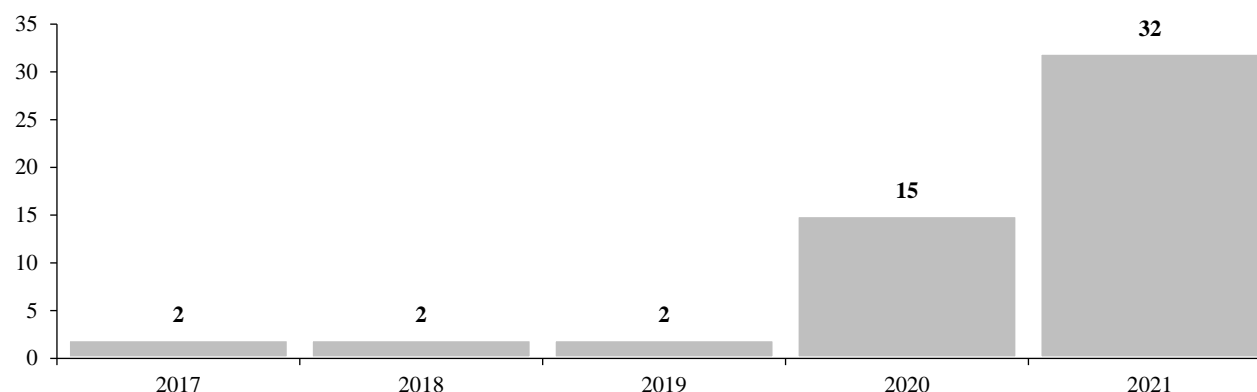
12.33 The challenge for the subprogramme was to address growing spatial inequality through inclusive urban regeneration, as the subprogramme did not have comprehensive global guidelines and tools in place to support the Member States in this initiative. Spatial inequality concentrates in specific locations and is often accompanied by far-reaching social, economic and environmental challenges such as the uneven distribution of basic urban services, a lack of affordable housing, reduced economic opportunities and low environmental quality. In response, the subprogramme will develop global norms and monitoring frameworks for urban regeneration which will provide an integrated approach to undertaking urban regeneration projects. This integrated approach will promote social inclusion, shared economic prosperity, improved land-use efficiency, physical connectivity and the functionality of urban spaces from a city-wide perspective to reduce urban sprawl and ensure environmental sustainability.

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

12.34 This work is expected to reduce inequality among and within communities and reduce poverty in communities across the urban-rural continuum, which would be demonstrated by a total of 32 cities adopting urban regeneration policies addressing spatial and social inequality by 2021, expanding to 250 cities by 2030. Fifteen cities are expected to sign up following the two initial pilot cities for the regeneration flagship programme in 2020, and lessons learned from their experiences will be consolidated and scaled up.

Figure 12.II

Performance measure: total number of cities adopting urban regeneration policies with support from the United Nations Human Settlements Programme



Legislative mandates

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

General Assembly resolutions

42/146	Realization of the right to adequate housing	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018–2028
67/291	Sanitation for All		
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	74/141	The human rights to safe drinking water and sanitation
72/271	Improving global road safety	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development

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

12.36 Table 12.2 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.2

Subprogramme 1: deliverables for the period 2020–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			32	50
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space			13	15
2. Project on development of national and local policies on urban heritage, historical landscape and culture			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	12
4. Projects on land tenure security, land-based financing, implementation of the Secretary-General's guidance note on land and conflict			–	10
5. Projects for integrated urban and territorial planning, developing and implementing effective planning laws			6	9
6. Projects supporting urban monitoring, evidence-based policies for crime prevention and on community safety and social cohesion in cities and human settlements			3	3
Seminars, workshops and training events (number of days)			51	79
7. Workshops and trainings on urban basic services: mobility, water and sanitation, energy and solid waste management			21	29
8. Workshops and trainings 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	20
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs			5	7
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda			4	2
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection			8	14
12. Training sessions on land and conflict; land tenure, governance and financing; expert group meetings on urban land governance in the Arab States region			–	7
Publications (number of publications)			2	3
13. Publication on low carbon options for sustainable mobility			1	–
14. Global report: Transforming one billion lives – improved living conditions and sustainable urbanization – the challenge of slums and informal settlements in 2020 (follow-up to publication from 2003)			1	–
15. Land tenure and land degradation			–	1
16. Global report on land governance			–	1
17. Publication on affordable and sustainable housing			–	1
Technical materials (number of materials)			–	19
18. Innovative finance mechanisms for rental, cooperative, incremental housing and land readjustment schemes to reduce urban poverty			–	–
19. Compendium of policies, plans, good practices and experiences on city planning, urban regeneration, heritage conservation and extension			–	2
20. Best practices, guides, standards and case studies on increased and equal access to basic services, sustainable mobility and public space.			–	2
21. Report on policies, plans and legislation for improved safety, particularly for urban youth, women and children			–	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
22. Guide for land management and spatial plans for poverty reduction and spatial equality			—	2
23. Guidelines on the right to adequate housing and prevention of homelessness among vulnerable groups, including migrants			—	2
24. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration			—	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
26. Series of guides and tools to improve land management and tenure security			—	2
27. Guidelines and handbooks on slum upgrading solutions			—	3
28. Neighbourhood planning guidelines on participation and inclusive regeneration			—	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to 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 on the right to adequate housing and tenure security for vulnerable groups, 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 (UN-Habitat regional and country offices, other United Nations agencies, national and local governments, non-governmental organizations, grassroots organizations); activities to strengthen partnerships and existing networks.

Databases and substantive digital materials: 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, a United Nations collaborative effort to incorporate best practices into the work of regeneration and urban growth.

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 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 events 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.

Digital platforms and multimedia content: maintenance of social media accounts of the subprogramme to enhance information on urban basic services, public space, sustainable mobility, land, slum upgrading, housing and regeneration; multimedia content, including video documentaries, infographics, presentations, webinars; start-up version of a database of global urban plans.

Subprogramme 2 Enhanced shared prosperity of cities and regions

Objective

12.37 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

12.38 To contribute to enhanced spatial connectivity and productivity, the subprogramme will support Member States and other partners to enhance 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, knowledge transfer, capacity-building and the development of tools on urban and rural territorial planning and design. These actions are expected to result in balanced territorial development and shared prosperity as well as better-connected and more inclusive cities. Past results in this area include the adoption of national urban policies in more than 40 countries, including Cameroon, India, the Islamic Republic of Iran, Lebanon, Jordan, Malawi, Serbia, Tunisia and Zambia, which has led to a recalibrating of the way countries plan, finance, develop and manage cities, recognizing the importance of sustainable urban and territorial development to enhance prosperity for all, and connectivity. This work helps Member States make progress towards achieving the Sustainable Development Goals, in particular Goal 1 and Goal 11.

12.39 To contribute to increased and equitably distributed locally generated revenue, the subprogramme will 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. This work is expected to result in local authorities enacting the institutional and legal reforms necessary to generate additional financial resources, including through public-private partnerships and land-based revenue and financing tools. Past results in this area include an increase in municipal revenues in countries such as Afghanistan, Kenya and Somalia linked to land value finance and tax property as a result of property registration; local assets and better land management; improved financial policymaking; budgeting; budget execution and regulatory oversight; and compliance. In the county of Kisumu, Kenya, for instance, policy analysis demonstrated that land rates are likely to increase revenues by 40 per cent and single business permit fees by 14 per cent, focusing on a restructuring of revenue streams. This work will help Member States make progress towards achieving Sustainable Development Goal 8 on decent work and economic growth.

12.40 To contribute to expanded deployment of frontier technologies and innovation, the subprogramme will strengthen the capacity of 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 for a digital transition. This work is expected to result in the strengthened capacity of cities to address inequalities and bridge social, spatial and digital divides. Past results in this area include partner cities that incorporated standards, principles and tools for smart-city growth into their policies and strategies, as well as their governance frameworks on urban data, to solve sustainability challenges. For example, this work led 10 local governments to apply technology-based measures and leverage urban data to address climate change issues, urban mobility and poverty and spatial inequalities. This work has helped Member States make progress towards achieving Sustainable Development Goal 9 on industry, innovation and infrastructure, as well as contributed to the New Urban Agenda, which

has specific sections on urban economy, as well as on planning, legal frameworks and national urban policies.

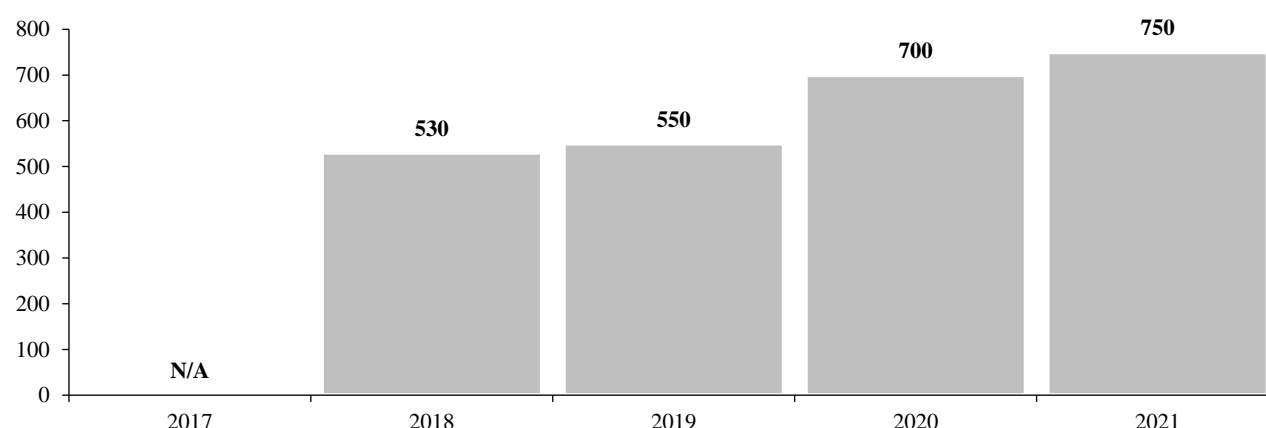
Planned results for 2021

Result 1: innovation driving city transformation and sustainable development: the City Prosperity Initiative (result carried over from 2020)

12.41 The subprogramme will continue the work related to knowledge on sustainable urbanization, in line with its mandate, and will support Member States in formulating evidence-based policies and interventions necessary for equitable and sustainable urban development and expand the adoption of the City Prosperity Initiative, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 12.III

Performance measure: total number of cities using the City Prosperity Initiative



Abbreviation: N/A, not applicable.

Result 2: strengthened capacities of cities to accelerate the implementation of the Sustainable Development Goals by linking evidence-based policies to investments (new result)

12.42 The subprogramme has been working in several regions to show how well-planned and managed urbanization can contribute to prosperity and well-being, allowing for integrated territorial development and connecting rural and urban development. Achieving balanced territorial development and overcoming inequalities requires combining economic growth strategies with socially inclusive and environmentally sustainable development. One key area is to support cities to realize their potential to drive the achievement of the Sustainable Development Goals and thus improve the well-being of all, in particular marginalized communities. Supporting cities from developing, emerging and developed economies, the subprogramme is establishing a Sustainable Development Goal Cities flagship programme that will create a United Nations system-wide urban indicator and monitoring platform to inform evidence-based policies on and investment priorities for locally generated revenues. It will build on work previously achieved through the City Prosperity Initiative and will strengthen city capacities to produce reliable

comparable data and evidence, using, notably, technologies such as artificial intelligence and big data processing and visualization, to identify challenges as well as strategic transformative actions and measure social, economic and environmental impacts.

12.43 The subprogramme has been working in more than 400 cities in countries such as China, Colombia, Ethiopia, Mexico and Saudi Arabia to implement the City Prosperity Initiative. Building on the work of the Initiative, the Sustainable Development Goal Cities flagship programme will serve as a basis for creating a global city monitoring tool with the capability to collect, synthesize, interpret and provide action plans from urban data. It will also act as a platform to articulate United Nations system efforts on the monitoring of urban Sustainable Development Goals and support voluntary local reporting. With 55 per cent of the world's population living in cities, a number that is projected to increase to 60 per cent by 2030, it is important to improve support for human settlements with local monitoring systems to provide adequate, detailed, documented and harmonized data. The availability of reliable data is necessary for the preparation of developmental baselines and targets in cities, as well as to assist policymakers with prioritizing development actions where resources are limited, and mobilize funding.

Internal challenge and response

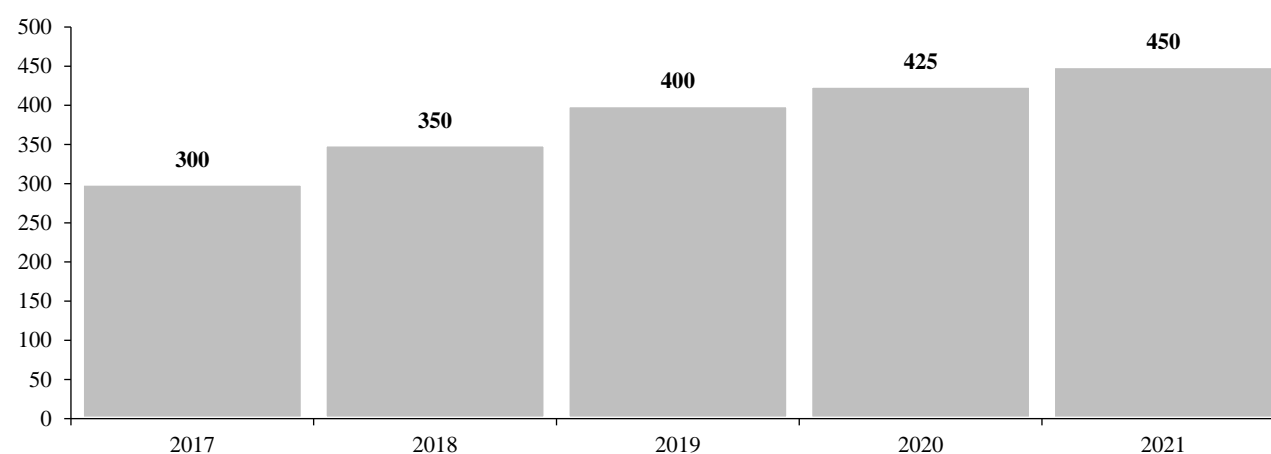
12.44 The challenge for the subprogramme was that, although there were mechanisms in place to support data monitoring and reporting at the national level, the Sustainable Development Goal global indicator framework required an alignment and update of the subprogramme's existing methodologies and tools to fully satisfy the monitoring and reporting of progress towards the achievement of the Goals at both the city and national levels. In response, the subprogramme had to swiftly come up with Goal-compliant frameworks and instruments to capture the required city-level data as well as identify relevant national actors. The subprogramme will build on work previously undertaken through the City Prosperity Initiative, ensuring that indicator frameworks thoroughly capture the three dimensions of sustainable development: social, economic and environmental. It will also provide advocacy services and specialized training for cities in order to develop or reinforce their capabilities to connect knowledge, policies, planning and financing and identify or implement critical investments that can drive the achievement of the Goals locally.

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

12.45 This work is expected to enhance the shared prosperity of cities and regions by transforming the City Prosperity Initiative into a universal monitoring framework with comparable data and indicators, implementing a structured knowledge transfer and the pairing of cities and sharing best practices and policy analysis, starting with a learning system comprising a few core cities, which would be demonstrated by a total of 450 cities, including 75 major and secondary cities from least developed countries, low- and middle-income countries, connecting the value chain of data, evidence-based policy and impact-oriented investments to accelerate their achievement of the Sustainable Development Goals. The subprogramme is expected to reach 900 cities by 2030.

Figure 12.IV

Performance measure: total number of cities using the Sustainable Development Goal Cities initiative urban indicator and monitoring platform



Legislative mandates

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

General Assembly resolution

[71/327](#) The United Nations in global economic governance

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

Deliverables

12.47 Table 12.3 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.3

Subprogramme 2: deliverables for the period 2020–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			37	50
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	15
2. National, urban, regional and interregional projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure			11	15
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	20
Seminars, workshops and training events (number of days)			74	66
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	44
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	21
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance			12	1
Publications (number of publications)			2	4
7. National cities report			1	2
8. <i>World Cities Report</i>			1	2
Technical materials (number of materials)			21	30
9. 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	10
10. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure			7	10
11. 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	10

C. Substantive deliverables

Consultation, advice and advocacy: advisory services and technical assistance to 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 City Prosperity Initiative tool and monitoring of the Sustainable Development Goals.

Databases and substantive digital materials: national urban policy database, compendium of urban-rural linkages case studies, global municipal database; City Prosperity Initiative best practices expert system.

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: 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; third International Conference on National Urban Policy, first International Forum on Urban-Rural Linkages; private-sector focused engagement frameworks.

Digital platforms and multimedia content: mobile app content for national and citywide citizen consultation in the realization of Sustainable Development Goal 11.

Subprogramme 3 Strengthened climate action and improved urban environment

Objective

12.48 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

12.49 To contribute to strengthened climate action and improved urban environments through reduced greenhouse gas emissions and improved air quality, the subprogramme will provide assistance to Member States through knowledge transfer, capacity-building, policy advice, in-country policy dialogues, peer-to-peer engagement in regional and country-specific initiatives on sustainable approaches to urban climate action and clean air action plans. The subprogramme will also provide assistance with regard to the formulation of policy and legislation, urban planning and design, multi-level 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 settlements in cities. The subprogramme will also provide technical support for the development of low-emission and low-carbon city development that addresses emerging climate risks, adaptation investments and basic service provision. This work is expected to result in strengthened capacities of partner cities and Member States to plan for, invest in and monitor city-level climate action. Past results in these areas include development and approval of Urban Low Emission Development Strategies (Urban-LEDS) in cities in Brazil, India, Indonesia and South Africa and the subsequent implementation of climate change mitigation measures, ranging from sustainable mobility solutions and renewable energy projects to green roof ordinances and green public buildings. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 11 and 13.

12.50 To contribute to improved resource efficiency and protection of ecological assets, the subprogramme will provide technical assistance to Member States, regional entities and other partners, including through advocacy, knowledge transfer, capacity-building, policy advice, the sharing of best practices and peer-to-peer learning on urban environment policy and planning. The subprogramme will promote nature-based solutions to climate action, urban and peri-urban environmental protection, restoration and green public spaces, the development of energy and resource efficient codes for buildings and the integration of energy and resource

efficiency principles into country-specific codes. This work is expected to result in multidimensional climate action and urban environment planning that preserves, regenerates and restores urban biodiversity. Past results in this area include the adoption of energy-efficient building policies, regulations and bylaws and financial frameworks in countries such as Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania. For instance, in Kenya, green building principles were incorporated into housing policy, and in Rwanda new buildings were required to comply with minimum energy-efficiency measures. This work helps Member States make progress towards achieving Sustainable Development Goals 6, 7, 8, 11, 12, 13, 14 and 15.

12.51 To contribute to the effective adaptation of communities and infrastructure to climate change, the subprogramme will provide assistance to Member States, local authorities, the private sector, civil society and other partners through technical capacity-building and the provision of technical advice, disseminate best practices and promote peer-to-peer learning to foster cooperation on climate change adaptation and resilience. The subprogramme will 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 and the Least Developed Countries Expert Group. This work is expected to result in the mobilization of investments for adaptation to climate change at the country level. Past results include better planning of partner cities by local authorities to benefit the population, as exemplified by 189 local-level climate change vulnerability assessments undertaken, followed up by the preparation of detailed action plans with adaptation measures. This led to the implementation of 42 different major infrastructure projects as of December 2019, incorporating climate change adaptation measures. Another 60 such infrastructure projects are expected to be in operation within the next one to two years. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 13.

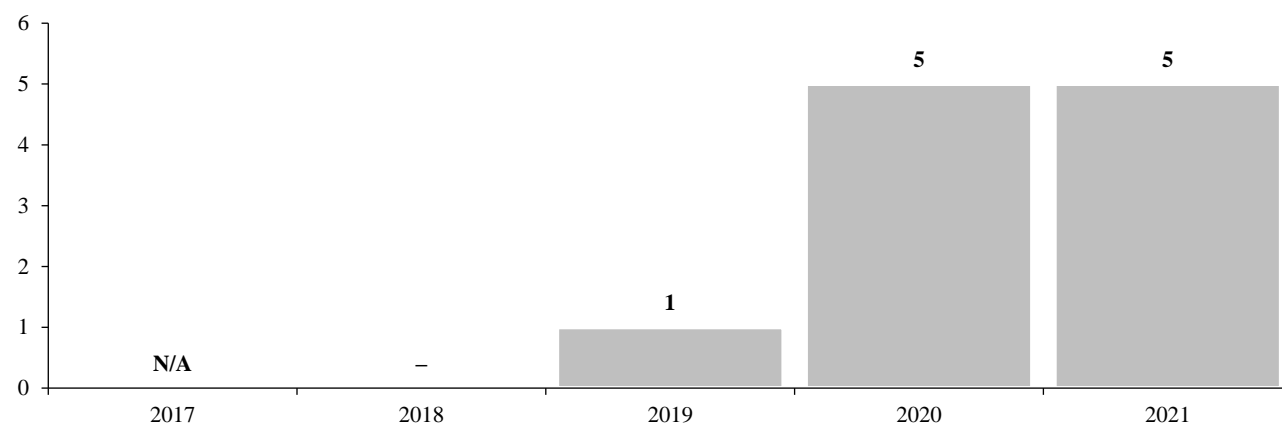
Planned results for 2021

Result 1: strengthened adaptation to climate change and other shocks: Solomon Islands (result carried over from 2020)

12.52 The subprogramme will continue the work related to the vulnerability of urban areas to the impacts of climate change, in line with its mandate, and will support cities with the development of strategies and action plans towards mitigation and adaptation to climate change, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 12.V

Performance measure: number of informal settlements that have implemented community-level resilience action



Abbreviation: N/A, not applicable.

Result 2: accelerated climate action in 16 cities and eight countries around the world (new result)

12.53 The subprogramme has been working on aiding cities and local governments in identifying city-based climate vulnerabilities and supporting city-level climate action planning worldwide. As part of this global support, the subprogramme has provided technical support through the Urban Low Emission Development Strategies (Urban-LEDS) project, in collaboration with ICLEI – Local Governments for Sustainability, to 16 local governments in Brazil, India, Indonesia and South Africa so they can integrate climate impacts and energy drivers into local decision-making. As climate change requires more than just locally based responses, the subprogramme will support national and local governments in harnessing opportunities for climate response to achieve national development and climate goals through normative guidance on nationally determined contributions to ensure that climate change action is part of the ambitions and commitments of national Governments.

Internal challenge and response

12.54 The challenge for the subprogramme was the absence of a fully integrated strategy to address all the dimensions of climate action planning in cities. In response, the subprogramme will broaden the support provided for city climate action planning to integrate infrastructure, planning and policy support that better responds to partners' needs for solutions to the climate crises. In addition, the subprogramme will partner with local development partners, climate finance institutions, planning and infrastructure firms and non-government actors to mobilize large-scale investments for urban adaptation and resilience-building in vulnerable global hotspots, as currently only 5 to 8 per cent of climate finance goes towards adaptation.

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

12.55 This work is expected to contribute to strengthened climate action and improved urban environments through reduced greenhouse gas emissions and improved air quality, which would be demonstrated by the enactment of legal frameworks for low-emission development strategies and the preparation of bankable projects for resilient infrastructure for adaptation and resilience planning in 16 cities around the world. These 16 cities will surpass national emissions reduction targets

set under the Paris Agreement. They will join a global alliance of cities committed to addressing climate change and will complete all four steps of the climate action planning process to meet international standards: a vulnerability assessment, a greenhouse gas inventory, a climate action plan and an annual report on progress.

Figure 12.VI

Performance measure: total number of cities enacting legal frameworks for low-emission development strategies with support from the United Nations Human Settlements Programme



Legislative mandates

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

General Assembly resolutions

63/217	Natural disasters and vulnerability	73/233	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation		
69/225	Promotion of new and renewable sources of energy	73/234	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	74/218	Disaster risk reduction
		74/219	Protection of global climate for present and future generations of humankind
		74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all

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

12.57 Table 12.4 lists all deliverables, by category and subcategory, for the period 2020–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 12.4

Subprogramme 3: deliverables for the period 2020–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			28	32
1. Demonstration projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-carbon basic services, greener infrastructure and buildings			4	4
2. Improved policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-carbon basic services and greener infrastructure and buildings			2	3
3. Demonstration projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction			10	11
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	6
5. Demonstration projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services			4	4
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 renewable energy and energy efficiency			3	4
Seminars, workshops and training events (number of days)			93	100
7. Seminars, workshops and training events leading to enhanced awareness and capacity of partners and vulnerable groups (e.g., in informal settlements) to plan for, manage and act on climate change mitigation, air quality and low-carbon basic services			30	35
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	55
9. Seminars, workshops and training events leading to enhanced understanding of green city models and their application, green infrastructure and green-blue urban planning			4	5
10. Training on environment and climate dimensions (air quality, water, sanitation, waste management) and Sustainable Development Goal monitoring in urban areas			4	5
Publications (number of publications)			2	3
11. Publication on climate change mitigation and air quality			1	1
12. Publication on effective adaptation of communities of slums and other marginalized urban neighbourhoods, and infrastructure, to climate change			1	1
13. Publication on improved low-carbon urban services and resource efficiency (e.g., focusing on technological innovation)			—	1
Technical materials (number of materials)			9	12
14. Series or set of technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials			2	2
15. Series of technical materials on climate change mitigation and air quality			2	3
16. Series or set of non-recurrent case studies on climate action, basic services or environment in human settlements			2	3

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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 eco-system services			1	2
18. Series of technical materials on improved low-carbon urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)			2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-carbon 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.				
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.				

Subprogramme 4

Effective urban crisis prevention and response

Objective

12.58 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

12.59 To contribute to enhanced urban crisis prevention and response through social integration and inclusive communities, 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 and projects responding to crises affecting all members of the community, including the most vulnerable; and implement fit-for-purpose land administration towards the achievement of tenure security for all in crisis-affected areas. The subprogramme will also support Member States in implementing 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 "building back better" and "leave no one behind" principles. These principles, which were established after the tsunami in Asia in 2004, promote the integration of conflict prevention and

peace into urban recovery processes. The establishment and wide-scale implementation of the People's Process for community-based reconstruction is expected to result in an increased proportion of the population in crisis-affected communities engaged 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. Past results in these areas include implementation of the People's Process in Asia, particularly in Afghanistan, Myanmar, Pakistan, the Philippines and Sri Lanka, which has had a positive impact on more than 500,000 people. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11 and 16.

12.60 To contribute to 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 will address the needs of both host communities and the displaced, seeking to overcome both chronic and acute vulnerabilities. The subprogramme will provide expertise with regard to the planning of camps as future urban extensions and using adequate urban planning standards and tenure arrangements that are suitable for eventual transformation into neighbourhoods. This work is expected to result in increased numbers of cities where refugees, migrants, internally displaced persons, returnees and host communities are progressively achieving access to: (a) secure tenure; (b) sustainable basic services and social services; (c) adequate housing; and (d) safety and security. Past results in these areas include work undertaken on the northern Kenyan Kalobeyei Integrated Socioeconomic Development Plan on durable shelter and infrastructure development. This project is fully integrated with both refugees and host communities (186,000 refugees and 320,000 members of host populations) benefiting from the humanitarian and development nexus approach. This work helps Member States make progress towards achieving Sustainable Development Goals 1, 5, 8, 10 and 11.

12.61 To contribute to enhanced resilience of the built environment and infrastructure, the subprogramme will 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 develop and improve 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 is expected to result in the reduction of multidimensional risks and increased protection for the most vulnerable, who are often disproportionately affected by disasters, and enhance urban resilience, which is the degree to which cities and other human settlements can resist and recover from shocks and stresses. Past results in these areas include countries adopting "building back better" and durable (i.e., permanent) solution approaches in crisis-affected areas. In Mozambique, for example, the Government is implementing a resilient school building programme; the schools constructed as part of the programme proved to be the only ones to withstand the impact of Cyclone Idai in 2019, the worst cyclone to hit Mozambique in more than 100 years. This work helps Member States make progress towards achieving Sustainable Development Goals 9, 11, 13 and 16.

Planned results for 2021

Result 1: rehabilitation and shelter recovery for vulnerable families in Mosul, Iraq (result carried over from 2020)

12.62 The subprogramme will continue the work related to urban risks and responses to both natural and human-caused disasters in urban areas, in line with its mandate, and will support initiatives aimed at promoting inclusive, integrated and long-term sustainable recovery with regard to the rehabilitation of cities affected by crisis, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 12.5
Performance measure

2017	2018	2019	2020	2021
N/A	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	Full use of nationally owned coordination mechanism for the reconstruction of Mosul in order to guide recovery and rehabilitation work and ensure that humanitarian response, long-term development and peacebuilding challenges in Mosul are addressed in a collaborative and integrated manner; returnees have improved access to basic services and affordable housing with security of tenure	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

Abbreviation: N/A, not applicable.

Result 2: inclusive cities: enhancing the positive impacts of urban migration (new result)

12.63 The subprogramme has been working in multiple regions to support Member States that are facing major migration challenges. The migration and displacement of refugees and internally displaced persons are increasingly focused on urban areas and present some of the most complex issues facing leaders at the national and city levels, as the large influx of additional population puts stress on urban systems and affects service provision and the availability of housing, infrastructure and livelihood opportunities. The subprogramme's work in urban areas establishes a strong link

between humanitarian and development actors as, with its area-based approach, UN-Habitat aims to improve not only the lives of urban refugees, migrants and internally displaced persons, but also the situations of host communities affected by displacement. The subprogramme's work in urban crises contexts ranges from spatial and participatory data collection (urban profiling) for evidence-based decision-making to policy recommendations, capacity-building and (pilot project) implementation. In countries such as Iraq, Lebanon and Somalia, master plans and regeneration projects (including planned city extensions and the upgrading of the parts of the cities that have been underserved and are often inhabited by the urban poor and other marginalized segments of the population) have increased social cohesion between migrant and host communities, as area-based upgrading improves the living standard of all communities.

12.64 The flagship programme entitled "Inclusive cities: enhancing the positive impacts of urban migration", to be launched in 2020, will build upon the Programme's experience as described above and will be designed to support Member States and cities affected by large-scale population movements that have led to an urban crisis, and will also serve as a measure for crisis prevention. This flagship programme will increase the linkages among global frameworks such as the Sustainable Development Goals, the Global Compact for Safe, Orderly and Regular Migration, the global compact for refugees and the New Urban Agenda. The flagship programme will help countries make progress towards achieving Sustainable Development Goals 10 and 11.

Internal challenge and response

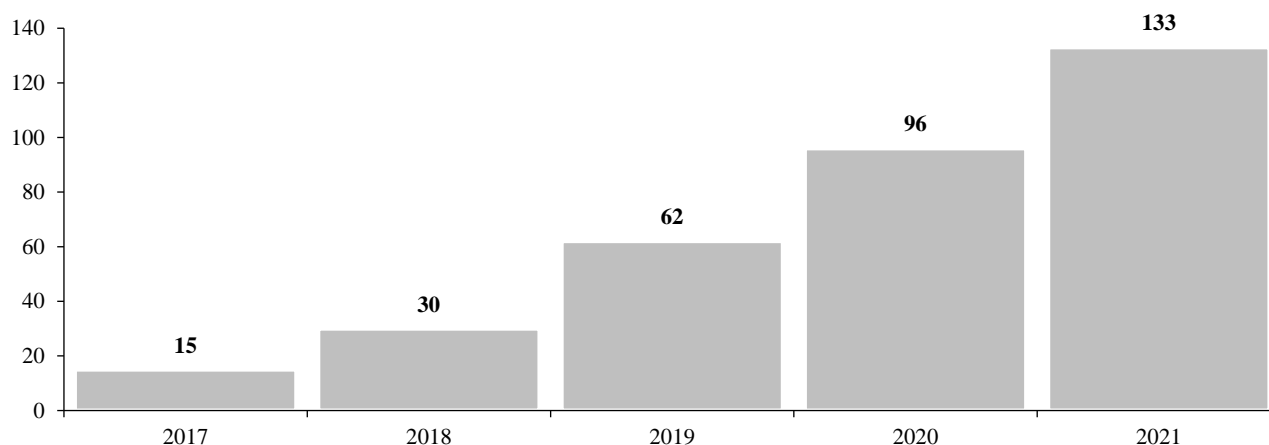
12.65 The challenge for the subprogramme was to develop participatory tools and approaches that consider the needs of migrants, refugees, internally displaced persons and host communities in urban settings. In urban areas, migrants, refugees and internally displaced persons reside (often without formal registration) alongside others who are most vulnerable among the host population. It is therefore difficult for the subprogramme to focus only on migrants, refugees, internally displaced persons, returnees or asylum seekers, as that would increase tension between those groups and the vulnerable communities living in the same area. In response, the subprogramme will focus on area-based approaches, which use participatory and inclusive processes to improve the urban environment for all urban dwellers (with a special focus on those who are most vulnerable) and increase social cohesion. In addition, the subprogramme will assist national and subnational governments with planning for population changes through the development and review of regional spatial plans.

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

12.66 This work is expected to contribute to enhanced 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 the resilience of the built environment and infrastructure, which would be demonstrated by a total of 133 cities in 2021 applying participatory methodologies, such as an urban profiling methodology (i.e., a collaborative process for collecting and analysing data on the conditions of an urban area and its neighbourhoods), in crisis situations for spatial data collection and using inclusive processes to develop recommendations for action and ensure their implementation.

Figure 12.VII

Performance measure: total number of cities applying participatory planning methodologies



Legislative mandates

12.67 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	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018–2028
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	73/230	Effective global response to address the impacts of the El Niño phenomenon
73/139	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
		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

12.68 Table 12.6 below lists all deliverables, by category and subcategory, for the period 2020–2021 that are expected to contribute to the attainment of the objective stated above.

Table 12.6

Subprogramme 4: deliverables for the period 2020–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)			28	31
1. Projects on enhanced social integration and cohesive communities			10	10
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced people			10	11
3. Projects on enhanced resilience of the built environment and infrastructure			8	10
Seminars, workshops and training events (number of days)			42	45
4. Seminars, workshops and training events on enhanced social integration and cohesive communities			16	18
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced people			13	13
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure			13	14
Publications (number of publications)			2	2
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced people			1	1
8. Publication on enhanced resilience of the built environment and infrastructure			1	1
Technical materials (number of materials)			9	9
9. Technical materials on enhanced social integration and cohesive communities			3	3
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced people			3	3
11. Technical materials on enhanced resilience of the built environment and infrastructure			3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to Member States on crisis mitigation and response, housing issues and inclusive settlements development for returnees, and on enhancing urban resilience to multi-hazard threats.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 12 brochures and leaflets on access to adequate housing, land tenure security, basic urban services and economic opportunities for all; brochures, leaflets and profiles on urban crisis prevention, resilience-building and recovery.				

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Legislative mandates

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	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
62/272, 64/297	The United Nations Global Counter-Terrorism Strategy	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
64/182	International cooperation against the world drug problem ⁸		
66/282, 68/276, 70/291, 72/284	The United Nations Global Counter-Terrorism Strategy Review	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
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

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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⁸ 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).

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

Programme of work

Subprogramme 1 Countering transnational organized crime

Objective

13.1 The objective, to which this subprogramme contributes, is to promote and support effective responses to transnational organized crime and illicit trafficking

Deliverables

13.2 Table 13.1 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.1
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	17	32	15
1. Documents of the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto and its working groups	11	17	32	15
Substantive services for meetings (number of three-hour meetings)	15	15	26	15
2. Meetings of the Conference of the Parties, including meetings of its working groups	15	15	26	15
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	12	12	12	12
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
Publications (number of publications)	3	3	3	3
7. Publications on organized crime and illicit trafficking	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on the accession to the convention and its protocols.				
Databases and substantive digital materials: SHERLOC platform.				

Subprogramme 2

A comprehensive and balanced approach to counter the world drug problem

Objective

13.3 The objective, to which this subprogramme contributes, is effective, comprehensive and balanced responses to the world drug problem in compliance with the three drug control conventions and other relevant United Nations treaties.

Deliverables

13.4 Table 13.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.2

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	10	10
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
Substantive services for meetings (number of three-hour meetings)	27	27	27	27
4. Meetings of the Commission on Narcotic Drugs, including its subsidiary bodies, on issues related to drug demand reduction and related matters; HIV/AIDS, and alternative development	21	21	21	21
5. 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
6. Expert group meetings on drug demand reduction, HIV/AIDS and alternative development	5	5	5	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	11	11	11	11
7. Projects related to drug use prevention, treatment and rehabilitation, including access to controlled substances for medical purposes	5	5	5	5
8. Projects related to HIV/AIDS prevention, treatment and care	5	5	5	5
9. Projects related to alternative development and sustainable livelihoods	1	1	1	1
Seminars, workshops and training events (number of days)	24	24	24	24
10. Training courses on drug control conventions and drug supply reduction	15	15	15	15
11. Training on drug demand reduction, HIV/AIDS, and alternative development	9	9	9	9

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Publications (number of publications)	3	3	3	3
12. Publication on drug use prevention, treatment and access to controlled substances	2	2	2	2
13. Publications on HIV/AIDS prevention, treatment and care	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on law enforcement and the implementation of the drug control conventions; and substantive and technical support on evidence-based prevention and treatment, on HIV/AIDS prevention treatment and care, and on alternative development and sustainable livelihoods.

Subprogramme 3 Countering corruption

Objective

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

Deliverables

13.6 Table 13.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	100	100	80	100
1. Note by the Secretary-General to the General Assembly on crime prevention and criminal justice	1	1	0	1
2. Reports on the annual session of the Conference of the States Parties and on the sessions of the subsidiary bodies of the Conference	7	7	6	7
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 eighth session 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)	74	74	56	74
Substantive services for meetings (number of three-hour meetings)	58	58	42	58
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 of its subsidiary bodies	56	56	40	56

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
9. Global Programme for the Implementation of the Doha Declaration: Towards a Culture of Lawfulness	1	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
Seminars, workshops and training events (number of days)	8	8	5	5
11. Expert group meetings on the proceeds of corruption, on developing guidance or tools for specific areas of the United Nations Convention against Corruption, based on the needs identified through the Implementation Review Mechanism, including prevention and criminal justice systems	8	8	5	5
Publications (number of publications)	3	3	4	4
12. Treaties and related publications on corruption, including the Convention against Corruption, the legislative guide for the implementation of the Convention, the official records of the negotiations of the Convention, the rules of procedure for the Conference of the States Parties and background documents for the Implementation Review Mechanism	3	3	4	4
Technical materials (number of materials)	4	4	3	3
13. Guidance and tools on anti-corruption	4	4	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services throughout the process of operating the Implementation Review Mechanism with regard to, inter alia, preparing the governmental experts for conducting reviews (7), analysing self-assessment checklist responses (22), conducting country visits (20), drafting country review reports (16) and drafting executive summaries (20).				
Databases and substantive digital materials: maintenance of a database of laws and jurisprudence, as well as of non-legal knowledge relevant to the Convention against Corruption, including for issues related to asset recovery; database of competent authorities, asset recovery focal points and central authorities; and maintenance of the web-based anti-corruption portal known as Tools and Resources for Anti-Corruption Knowledge; electronic tools and training materials on standards, policies, operational procedures and good practices on the implementation of the Convention by States parties.				

Subprogramme 4 Terrorism prevention

Objective

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

Deliverables

13.8 Table 13.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.4

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	2	1
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	–
Substantive services for meetings (number of three-hour meetings)	8	17	12	20
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	3	5	5
5. Biennial review of the United Nations Global Counter-Terrorism Strategy by the General Assembly	–	–	4	–
6. Meetings of the Commission on Crime Prevention and Criminal Justice	1	13	1	13
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
7. Global Programme on Strengthening the Legal Regime against Terrorism	1	1	1	1
Publications (number of publications)	3	4	4	3
8. Guidelines on instruments related to chemical, biological, radiological and nuclear terrorism and Security Council resolution 1540 (2004)	1	–	–	–
9. Handbook on mainstreaming a gender perspective into preventing and countering terrorism	–	1	–	–
10. Practical handbook on developing alternatives to imprisonment for foreign terrorist fighter returnees	1	–	–	–
11. Handbook on strengthening cooperation and coordination among national counter-terrorism and intelligence services	1	1	–	–
12. Publications, handbooks and training manuals on specific thematic issues related to counter-terrorism	–	2	3	2
13. Supporting legal responses and criminal justice capacity aimed at preventing and countering terrorism (menu of services)	–	–	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Databases and substantive digital materials: updating and maintenance of the counter-terrorism legislative database, the database of national central authorities for counter-terrorism cases, the online counter-terrorism learning platform, 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; brochures, flyers and information kits on legal, criminal justice and related areas; and 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

13.9 The objective, to which this subprogramme contributes, is to strengthen the rule of law as the basis for sustainable development through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments.

Deliverables

13.10 Table 13.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.5

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	1
1. Reports for the Commission on Crime Prevention and Criminal Justice	1	1	2	1
2. Working papers for the United Nations congresses on crime prevention and criminal justice	–	–	2	–
Substantive services for meetings (number of three-hour meetings)	1	1	3	1
3. Meetings of the Commission on Crime Prevention and Criminal Justice	1	1	1	1
4. Meetings of the United Nations congresses on crime prevention and criminal justice	–	–	2	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	5
5. Global projects to support Member States in the field of crime prevention and criminal justice	4	4	4	5
Seminars, workshops and training events (number of days)	40	40	40	40
6. Training courses, seminars and workshops on crime prevention and criminal justice	40	40	40	40
Publications (number of publications)	2	2	2	2
7. Criminal justice handbook series	2	2	2	2

Subprogramme 6 Research, trend analysis and forensics

Objective

13.11 The objective, to which this subprogramme contributes, is enhanced knowledge of thematic and cross-sectoral trends on drugs and crime issues for effective policy formulation and operational response, including for reviewing progress towards internationally agreed-upon sustainable development goals.

Deliverables

13.12 Table 13.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.6

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
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
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
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. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	10
5. Workshops/training courses on drug control, crime prevention and forensics	10	10	10	10
Publications (number of publications)	9	10	10	10
6. Research publications on drug control and crime prevention	4	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
Technical materials (number of materials)	14	14	14	14
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
C. Substantive deliverables				
Consultation, advice and advocacy: consultation, advice and advocacy on drugs and crime statistics; on forensics; advisory services, support and information to Governments, international, regional and national organizations, institutions and laboratories; advisory services, support and information on drugs and crime surveys; and advisory services, support and information on forensics (37).				
Databases and substantive digital materials: international statistics on crime, based on responses to the annual crime trend survey; international statistics on illicit drugs; and online database of individual drug seizures.				

Subprogramme 7

Policy support

Objective

13.13 The objective, to which the subprogramme contributes, is coherent policy and operational responses, as well as appropriate institutional reforms, to increase the effectiveness of drug control, crime prevention and criminal justice.

Deliverables

13.14 Table 13.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.7

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	5	5	5
1. Field and technical cooperation project related to results-based management and strategic planning	–	1	1	1
2. Field and technical cooperation project related to advocacy and global communications	–	1	1	1
3. Field and technical cooperation project related to civil society partnerships	–	1	1	1
4. Field and technical cooperation project related to urban safety governance	–	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
Seminars, workshops and training events (number of days)	5	14	30	33
6. Training events on effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	–	9	15	18
7. Training events on mainstreaming the Sustainable Development Goals into national plans	5	5	5	5
8. Training events on results-based management and strategic planning	–	–	10	10
Publications (number of publications)	–	4	2	2
9. Publications related to the effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	–	2	1	1
10. Publications related to results-based management and mainstreaming the 2030 Agenda	–	2	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons, and the International Anti-Corruption Day; 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 (5).				
External and media relations: press events (2); 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 United Nations voluntary trust fund for victims of trafficking in persons, especially women and children.				
Digital platforms and multimedia content: design, maintenance and update of the UNODC website and social media channels; and social media packages, including audiovisual and text content (10).				

Subprogramme 8

Technical cooperation and field support

Objective

13.15 The objective, to which this subprogramme contributes, is to provide effective, efficient and relevant drug and crime control programmes to Member States.

Deliverables

13.16 Table 13.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.8

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	18	22	18
Technical cooperation and field support for regional and country programmes	20	18	22	18
C. Substantive deliverables				
Consultation, advice and advocacy: 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 Member States and stakeholders on policies, strategies and cooperation frameworks in UNODC-mandated areas.				
E. Enabling deliverables				
Safety and security: safety and security services to field offices.				

Subprogramme 9

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

Objective

13.17 The objective, to which this subprogramme contributes, is to enable the United Nations intergovernmental bodies dealing with drugs, crime and terrorism issues to function effectively to fulfil their mandates; to enable the International Narcotics Control Board to fulfil its treaty-based mandate of monitoring and promoting implementation of and full compliance with the international drug control treaties; and to enable the United Nations Congress on Crime Prevention and Criminal Justice to fulfil its advisory role.

Deliverables

13.18 Tables 13.9 and 13.10 list all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.9

Subprogramme 9, component 1: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	86	90	82	69
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	5	7	22	4
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	4	4	4
4. Annual reports to the Commission on Crime Prevention and Criminal Justice	13	15	14	14
5. Reports to the regional preparatory meetings for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	16	16	—	—
6. Reports to the Commission on Narcotic Drugs	12	14	12	13
7. Reports and notes by the Secretariat to the subsidiary bodies, including on their meetings, cooperation and implementation of recommendations	30	30	24	30
8. 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
9. Documentation for ad hoc expert group meetings related to the Commission on Narcotic Drugs	2	—	2	—
Substantive services for meetings (number of three-hour meetings)	192	179	185	160
10. Regional preparatory meetings for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	30	30	—	—
11. Meetings of the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice	—	—	33	—
12. Meetings of the Economic and Social Council	6	6	6	6
13. Meetings of the Commission on Crime Prevention and Criminal Justice	46	32	46	46
14. Meetings of the Commission on Narcotic Drugs, including meetings of subsidiary bodies of the Commission	96	99	86	96
15. Meetings of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	12	12	12	12
16. Ad hoc expert group meetings related to the Commission on Narcotic Drugs	2	—	2	—
B. Generation and transfer of knowledge				
Publications (number of publications)	5	5	5	5
17. Report on the manufacture of narcotic drugs and psychotropic substances and their precursors	1	1	1	1
18. Directory of competent national authorities under the international drug control treaties	1	1	1	1
19. Schedules and tables of the international drug control conventions	3	3	3	3

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: provision of substantive and technical support to the Vienna-based Commissions, representatives of Member States, 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.

Databases and substantive digital materials: 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 the Commission on Crime Prevention and Criminal Justice; and development and updating of the secure webpages (3) 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.

D. Communication deliverables

Outreach programmes, special events and information materials: organization and promotion of special events of the Commissions, including the launch of the annual *World Drug Report* (2).

External and media relations: 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 (4).

Digital platforms and multimedia content: development 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 (5); and managing dedicated social media accounts, including Twitter (4), YouTube, Instagram (2) and Flickr (3) (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).

Table 13.10

Subprogramme 9, component 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	52	58	52	52
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	11	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	29	23	23

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	98	88	98	98
7. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
8. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	12	18	18
9. Meetings in connection with global projects of the International Narcotics Control Board	20	18	20	20
Conference and secretariat services for meetings (number of three-hour meetings)	98	88	98	98
10. Meetings of the International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
11. Meetings of ad hoc expert groups to advise the International Narcotics Control Board	18	12	18	18
12. Meetings in connection with global projects of the International Narcotics Control Board	20	18	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	12	4	4
13. 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	8	12	4	4
Technical materials (number of materials)	56	56	56	56
14. Monthly updates of estimates and assessments of medical and scientific requirements for narcotic drugs and psychotropic substances	24	24	24	24
15. 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
16. 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
17. Monthly alerts on issues related to drug control and treaty compliance, and update of training materials for national authorities on implementing the provisions of three drug-control conventions	15	15	15	15
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Databases and substantive digital materials: International Drug Control System (IDS); International Import and Export Authorization System (I2ES); Pre-Export Notification Online (PEN Online) system; Precursors Incident Communication System (PICS); and Project Ion Incident Communication System (IONICS).				
D. Communication deliverables				
Outreach programmes, special events and information materials: side events during intergovernmental meetings.				
External and media relations: 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.				
Digital platforms and multimedia content: 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 empowerment of women

Legislative mandates

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
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	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
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	73/146	Trafficking in women and girls
54/134	International Day for the Elimination of Violence against Women	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
S-23/2	Political declaration	73/149	Intensifying global efforts for the elimination of female genital mutilation
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action	74/126	Improvement of the situation of women and girls in rural areas
62/136	Improvement of the situation of women in rural areas	74/127	Violence against women migrant workers
64/289	System-wide coherence	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
66/130	Women and political participation		
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/235	Women in development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women	2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
304 (XI)	Report of the Commission on the Status of Women (fourth session)		
1992/19	Communications on the status of women	2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
1996/6	Follow-up to the Fourth World Conference on Women	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		

Economic and Social Council agreed conclusion and ministerial declaration

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

1325 (2000)	Women and peace and security	2106 (2013)
1820 (2008)		2122 (2013)
1888 (2009)		2242 (2015)
1889 (2009)		2467 (2019),
1960 (2010)		2493 (2019)

Agreed conclusions of the Commission on the Status of Women

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

Executive Board decisions

2017/5	United Nations Entity for Gender Equality and the Empowerment of Women, Strategic Plan 2018–2021
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Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

Objective

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

Deliverables

14.2 Table 14.1 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 14.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports for the General Assembly, including on the improvement of the status of women	2	2	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 UN-Women	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	52	52	52	46
4. Meetings of the General Assembly, including formal and informal meetings of the Second and Third Committees	16	16	16	10
5. Meetings of the Security Council on women, 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. Generation and transfer of knowledge				
Publications (number of publications)	3	3	3	3
8. Network (focal points on the status of women)	3	3	3	3
Technical materials (number of materials)	5	5	5	8
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 Nation country team System-wide Action Plan gender equality scorecard, and the United Nation country team gender equality marker	5	5	5	8
C. Substantive deliverables				
Consultation, advice and advocacy: interactive dialogues, roundtables, and side events on gender equality and the empowerment of women; expert consultations on gender mainstreaming and gender parity				
D. Communication deliverables				
• Digital platforms and multimedia content: update and maintenance of the UN-Women website and the WomenWatch website				

Subprogramme 2

Policy and programme activities

Objective

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

Deliverables

14.4 Table 14.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 14.2

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	12	9	12
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	4	6	3	6
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
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	60
4. Projects on Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiative	2	2	2	60
Seminars, workshops and training events (number of days)	2	4	3	33
5. Training on gender equality and gender macroeconomics	—	2	1	3
6. Training on women and peace and security	1	1	1	1
7. Training on gender-responsive budgeting	1	1	1	1
8. Training on gender statistics	—	—	—	28
Publications (number of publications)	2	2	2	2
9. Inventory of activities on violence against women	1	1	1	1
10. Publication on <i>Progress of the World's Women</i>	1	1	—	1
11. Publication on Beijing+25	—	—	1	—
Technical material (number of materials)	4	3	2	4
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	1	—	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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
C. Substantive deliverables				
<p>Consultation, advice and advocacy: technical support and assistance to Governments, 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 actions plans, technical assistance 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/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>; technical expertise and participation in United Nations country teams and leadership/coordination of gender theme groups in support of the strengthening of the gender dimension in all United Nations Development Assistance Frameworks; technical support to ministries of finance, planning and women's affairs, at their request, in integrating gender perspectives into policies on macroeconomics, and social protection systems, decent work and the care economy, to achieve the Sustainable Development Goals.</p>				
D. Communication deliverables				
<p>Outreach programmes, special events and information materials: brochures for the promotion of the Commission on the Status of Women and booklets and pamphlets on various topics relevant to support non-discrimination and the empowerment of women.</p>				
<p>External and media relations: releases for media and others on various topics related to women, including on UN-Women flagship publications.</p>				
<p>Digital platforms and multimedia content: update and maintenance of web platforms on financing for gender equality, women's political participation and gender equality and HIV and AIDS, and of the Global Database on Violence Against Women.</p>				
<p>Library services: various documentation maintained to preserve the institutional memory related to UN-Women.</p>				

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 Economic and Social Council resolution 671 A (XXV).

15.2 Through its work to promote the social and economic development of Africa, ECA will support African member States in creating more prosperous and inclusive societies where most citizens are free from want and deprivation. If African member States are to attain the desired outcomes set out in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1) and Agenda 2063 of the African Union, integrated policy and capacity support focused on accelerating the structural transformation and diversification of their economies are imperative. In this regard, ECA has a key role to play in providing dedicated regional platforms, undertaking cutting-edge policy research and responsive capacity support and policy advice at the country level. ECA support aimed at developing the capacity of governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2021

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 measurable contribution to the 2030 Agenda and Agenda 2063. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:

- (a) Building on the unique position of ECA to foster local responses and adapt global solutions to the continent's problems;
- (b) Formulating policy options to accelerate economic diversification and job creation for the transformation of Africa;
- (c) Designing and implementing financing and leverage models 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 synergy between Africa's economic and social development programmes 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 Commission will continue to harness the private sector as a driver of production and productivity growth, a creator of jobs and a provider of alternative means of development financing. ECA will, therefore, deepen its collaboration with the private sector in support of policies on the appropriate enabling environment for that sector.

15.6 In the face of the COVID-19 pandemic, the Commission will continue to provide a platform for member States to develop and agree on a common African position for their engagement with international finance institutions and multilateral partners, as well as to capture knowledge and solutions for learning and peer learning. In the light of the fluid nature of the crisis, the Commission will continually evaluate estimates of the socioeconomic impact of COVID-19 on Africa, including estimates of immediate fiscal stimulus requirements needed to support member States' economic recovery, including the linkages between pharmaceuticals and food security in the African Continental Free Trade Area. The Commission will also support governments in recalibrating their fiscal and monetary frameworks to better respond to future crises, in line with the exigencies of combating COVID-19 and the need to strengthen the employment-inducing effects of trade initiatives. To address the concerns of African countries regarding the impact of COVID-19 on their societies and economies, the Commission will continue to work with African ministers of finance, planning and economic development to devise strategies and policies to establish an enabling environment for the development of industries, including the pharmaceutical industry, that can respond to the needs and challenges of African countries with regard to the current outbreak of COVID-19 and any future outbreaks. In collaboration with the Resident Coordinator system, the Commission will work towards linking its policy recommendations with the work of United Nations country teams in the region for effective uptake by governments.

15.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Policy priorities of member States are focused on the implementation of the 2030 Agenda, the Sustainable Development Goals and Agenda 2063; and collective actions are coordinated to counter the socioeconomic impact of the COVID-19 pandemic;

(b) Member States continue to work together and provide policy guidance to the secretariat through intergovernmental policy organs and platforms, despite the impact of COVID-19;

(c) Regional economic communities remain committed to and cooperate with one another in line with their commitments to implement internationally and regionally agreed development frameworks;

(d) Extrabudgetary resources are made available that enable the Commission to fulfil its mandate taking into account the relevant provisions of the African Union-United Nations frameworks on peace, security and development (Agenda 2063 and

the 2030 Agenda) and from the resolutions of the 2019 session of the Conference of African Ministers of Finance, Planning and Economic Development.

15.8 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 women's empowerment 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. This support includes technical assistance to member States to mainstream a gender perspective in their African Continental Free Trade Area national strategies, technical assistance to member States to overcome tenure insecurity and gender biases; the production and dissemination of gender statistics; advocacy of strengthening the gender data focal point network; policy research, including in gender equality and the empowerment of women and girls and trade-related issues; and public finance for gender equality and women's empowerment. 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 and economic policy management, women's entrepreneurship, gender-sensitive public finance and the integration of a gender perspective and demographic dividend dimensions into national policies and programmes.

15.9 With regard to inter-agency cooperation and liaison, the ECA business model will be informed by modalities emerging from the ongoing United Nations reforms to promote collaborative delivery through cross-sectoral initiatives that cut across goals and targets and to ensure effective linkages between regional, subregional and national dimensions. These include working with and through the Resident Coordinators across the continent as designated representatives of the Secretary-General for development operations at the country level. This strategy will also involve enhanced collaboration with regional United Nations entities through issues-based coalitions to ensure more coordinated responses and an impactful collective contribution to 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 by the African Institute for Economic Development and Planning (IDEP).

15.10 With regard to cooperation with other entities, the joint African Union and United Nations frameworks on peace, security and development, such as Agenda 2063 and the 2030 Agenda, and now also on human rights 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 will be underpinned by its leadership role in coordinating the work of the United Nations system to support the African Union Commission in the delivery of actions on the priority areas of the development framework, while enabling activities that link the three frameworks, within the mandate of ECA. This will include working to implement activities that support the linkages between peace and security, human rights and development, while fostering inter-agency coordination and multisectoral partnerships to identify the joint actions, programmes and projects of regional platforms that will contribute to achievement of the goals of the development framework in the context of the five strategic directions of ECA listed above and based on African Union priorities. In addition, ECA will continue to build on its existing strategic partnership with the African Development Bank and other regional and

subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations in advancing the Sustainable Development Goals and Agenda 2063.

15.11 With regard to South-South and triangular cooperation, and as part of the implementation of resolutions adopted under the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Commission 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.

Legislative mandates

15.12 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	65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
57/144	Follow-up to the outcome of the Millennium Summit		
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	65/274	Cooperation between the United Nations and the African Union
		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	Women and political participation
		66/137	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
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005–2015, and further efforts to achieve the sustainable development of water resources	67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
		68/145	Strengthening collaboration on child protection within the United Nations system
60/1	2005 World Summit Outcome	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
60/222	United Nations Declaration on the New Partnership for Africa's Development		
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
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation		
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption	69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
65/214	Human rights and extreme poverty	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	71/315	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
70/153	Enhancement of international cooperation in the field of human rights		
70/155	The right to development	72/169	Enhancement of international cooperation in the field of human rights
70/159	Globalization and its impact on the full enjoyment of all human rights	72/231	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
70/184	Information and communications technologies for development		
70/187	International trade and development	72/234; 74/235	Women in development
70/192	Follow-up to the International Conference on Financing for Development	72/266	Shifting the management paradigm in the United Nations
70/198	Agricultural technology 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
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	73/241 74/4	International migration and development Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
70/215	Development cooperation with middle-income countries		
70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)	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
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
71/242	Industrial development cooperation		
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/242 74/253	Agriculture development, food security and nutrition Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
71/244	South-South cooperation		
71/289	Cooperation between the United Nations and the International Organization of la Francophonie	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)

Economic and Social Council resolutions

2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2017/28 2018/23	Programme of Action for the Least Developed Countries for the Decade 2011–2020 New strategic directions of the Economic Commission for Africa
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Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development	962 (LII)	Data and statistics
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	963 (LII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
		964 (LII)	2020 programme plan and budget
		965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
929 (XLVIII)	Third International Conference on Financing for Development		
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes	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
938 (XLIX)	Integrated reporting and follow-up on sustainable development	968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
939 (XLIX)	Africa Regional Forum on Sustainable Development	969 (LII)	Digitization and the digital economy initiative
941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society		

Deliverables

15.13 Table 15.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 15.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	5	5
1. Coordination meetings on the African Union-United Nations Framework on implementation of the Agenda 2063 and 2030 Agenda	–	–	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	–	–	2	2
5. Implementation reports on the African Union-United Nations Framework on implementation of the Agenda 2063 and 2030 Agenda	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: support for the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: initiating advocacy and awareness-raising with member States.				

Evaluation activities

15.14 The following evaluations and self-evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Midterm evaluation of the African Trade Policy Centre;
- (b) Evaluation of the African Mineral Development Centre;
- (c) Self-evaluation of the Conference of African Ministers of Finance, Planning and Economic Development;
- (d) Self-evaluation of the 2019 session of the African Regional Forum on Sustainable Development;
- (e) Evaluation of capacity building activities in the areas of: (i) design and implementation of strategies and policies towards sustainable and inclusive cities in Africa; (ii) strengthening capacity for policy analysis, forecasting and development planning in Africa; and (iii) strengthening the capacity of the countries of the African Peer Review Mechanism in conducting effective self-assessment and implementing the national plans of action.

15.15 The findings of the evaluations referenced in the paragraph above have been taken into account for the programme plan for 2021 of all subprogrammes.

15.16 The following evaluations and self-evaluations are planned for 2021:

- (a) Evaluation of two thematic areas in the field of macroeconomic modelling and statistics, in subprogrammes 1 and 4;
- (b) Evaluation of major flagship events (session of the Conference of African Ministers of Finance, Planning and Economic Development and the Africa Regional Forum on Sustainable Development);
- (c) Project evaluation on demographic dividend with a gender perspective: entry points for the implementation of Sustainable Development Goals in Africa and Asia and the Pacific;
- (d) Project evaluation on defining, estimating and disseminating statistics on illicit financial flows in Africa;
- (e) Project evaluation on measuring, monitoring and improving performance in regional integration within the regions of ECA, the Economic and Social Commission for West Asia (ESCWA) and the Economic and Social Commission for Asia and the Pacific (ESCAP);
- (f) Project evaluation on strengthening capacities for evidence-based implementation and follow-up on the Sustainable Development Goals and Agenda 2063 in Africa.

Programme of work

Subprogramme 1

Macroeconomic policy and governance

Objective

15.17 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

15.18 To contribute to the strengthening of effective development planning, the subprogramme will develop knowledge products such as the annual Africa Sustainable Development Goals Progress Report and 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 Sustainable Development Goals and Agenda 2063. The subprogramme will convene regional and expert meetings for the dissemination of the knowledge products, 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. This work is expected to lead to a more coordinated and integrated approach to policy design and implementation and faster progress towards attainment of the Sustainable Development Goals. The subprogramme will also continue to track progress through progress annual reports and convene meetings of least development countries for policy dialogue and advice on country initiatives for the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 (Istanbul Programme of Action), which is expected to accelerate the sustainable graduation of African least developed countries and support member States in making progress towards the Sustainable Development Goals, by creating a policy framework that ensures coherence, coordination and effective resource mobilization and allocation. Past results in this area include the adoption by 18 countries (Burkina Faso, Cameroon, Congo, Ethiopia, Gambia, Ghana, Guinea, Côte d'Ivoire, Liberia, Mauritania, Namibia, Senegal, Seychelles, Sierra Leone, Sudan, Uganda, Zambia and Zimbabwe) of the integrated planning and reporting toolkit and the entry in the portal of their national development plans, which are currently being aligned with the 2030 Agenda and Agenda 2063. In the case of five of these countries (Ethiopia, Seychelles, Sudan, Uganda and Zambia), the alignment module within the toolkit has been completed.

15.19 To contribute to strengthened effective macroeconomic policy analysis, the subprogramme will produce knowledge and policy products, such as 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 targets 1.a and 1.b of the Goals and is expected to result in an 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. Past results in this area include macroeconomic model output forecasts and simulations used during their deliberations with donors (in Djibouti and the Gambia) and during budget sessions (in Ghana).

15.20 To contribute to enhanced public sector finance management and economic governance, the subprogramme will undertake policy research and produce knowledge products such as the African 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, and is expected to result in increased mobilization of domestic and international public resources for development and investment in priority areas.

15.21 Past results in this area include reforms to facilitate improved taxation of multinational corporations, which provided alternative measures and policy complements for African policymakers to consider, with Mozambique and South Africa taking decisions to freeze or review double taxation agreements, while others have introduced new information technology tools to identify mispriced trade in goods. In addition, a methodology for measuring commercial aspects of illicit financial flows has been developed and a process has been launched in Nigeria to determine existing data frameworks and capacity needs for the development of in-country modalities for the measurement of such flows.

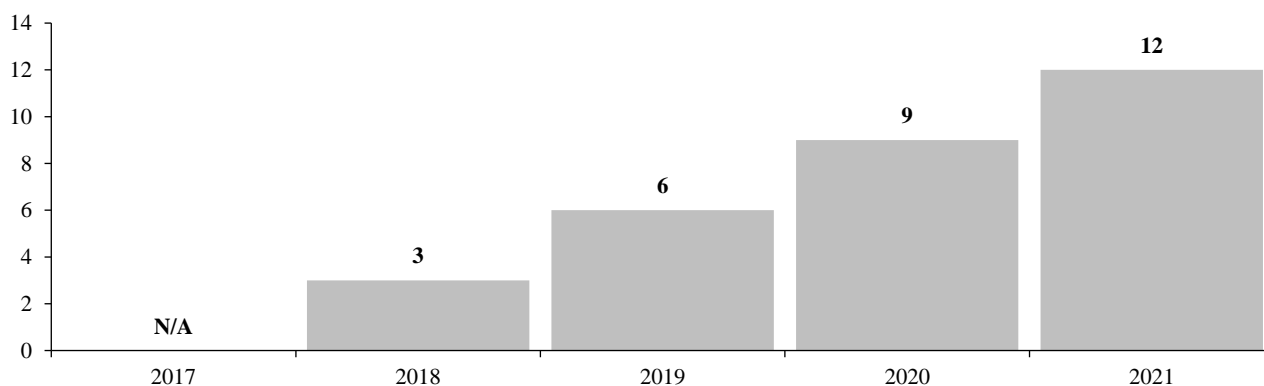
Planned results for 2021

Result 1: macroeconomic model to inform policymaking and analysis (result carried forward from 2020)

15.22 The subprogramme will continue the work related to macroeconomic modelling, in line with its mandate, and will assist countries in their progress towards structural transformation, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.I

Performance measure: cumulative number of member States leveraging the macroeconomic model for policy analysis and advice



Abbreviation: N/A, not applicable.

Result 2: curbing illicit financial flows to enhance domestic resource mobilization (new result)

15.23 Currently, the Africa region is one of the regions that would benefit most from improved collection of government revenues, lack of which are posing significant challenges for the financing of development. This opportunity would be further enhanced by curbing losses of resources through illicit financial flows, a pervasive practice which is significantly constraining domestic resource mobilization in the region. To achieve the Sustainable Development Goals, it is imperative that the United Nations supports African States' efforts not only to increase domestic resources but also to ensure that such resources are retained in African economies.

15.24 The subprogramme has been working to support member States in augmenting their domestic revenues to finance sustainable development as specified by Goal 17 and indicator 16.4.1 of Goal 16. ECA, the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Office on Drugs and Crime (UNODC) have been working together to develop a working definition and methodology to measure illicit financial flows; and indicator 16.4.1 has been elevated to tier 2 status. Their ability to measure illicit financial flows enables States to put appropriate measures in place and make progress towards the Sustainable Development Goals. ECA also worked with the African Union Commission, Nigeria and other member States to establish an African common position on asset recovery, with a view to facilitating the development of a framework for recovering assets lost through illicit financial flows. The pilot work carried out to date with Nigeria, which will be replicated in and adapted to other African countries, has made it possible to identify and validate key sectors, indicators and institutional data required to measure such flows in Nigeria, and has provided information for the development of a draft set of guidelines on measuring illicit financial flows. These guidelines will support Nigeria, and eventually other countries, to measure such flows and take steps to tackle them, improving public financial management and economic governance in the region.

Internal challenge and response

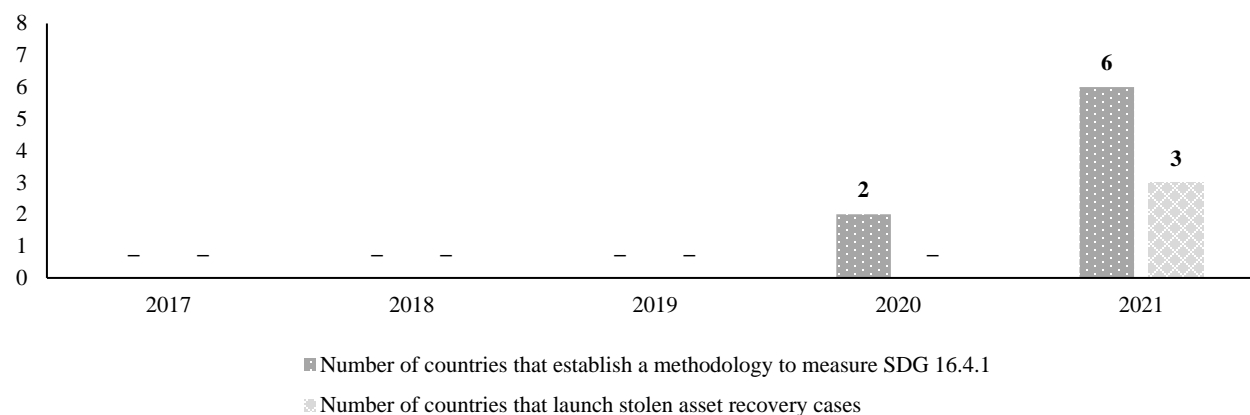
15.25 The challenge for the subprogramme was that, although there is empirical evidence of the existence of illicit financial flows in the region, the lack of hard data impedes efforts to identify, at the national level, the source of leakages, to establish the amount of resources being lost and their destinations and to devise ways and means of recovering the lost assets. These issues have made it difficult for ECA to provide appropriate policy support for efforts to tackle illicit financial flows and to facilitate the recovery of lost assets. In response, the subprogramme will increase efforts in the conduct of in-country analyses to assess the availability of data and data gaps on illicit financial flows, with a view to building knowledge of the sources of such flows at the national level and facilitating the development of strategies and methodologies to tackle them.

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

15.26 This work is expected to contribute to the enhancement of public sector finance management and governance which would be demonstrated by six countries that establish a methodology to measure illicit financial flows (indicator 16.4.1 of the Goals); and three countries in the region that launch stolen asset recovery cases against the current baseline of zero. The work will raise the level and management of domestic financial resources and strengthen economic governance structures to curb illicit financial flows.

Figure 15.II

Performance measure: number of countries that establish methodologies to measure magnitude of illicit financial flows (as per indicator 16.4.1)



Legislative mandates

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

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions	65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development
54/128	Action against corruption	65/314	Modalities for the fifth High-level Dialogue on Financing for Development
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
58/4	United Nations Convention against Corruption	66/213	Fourth United Nations Conference on the Least Developed Countries
60/34	Public administration and development	66/256	The United Nations in global governance
64/116	The rule of law at the national and international levels	70/188	International financial system and development
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union	71/36	Preventing and combating illicit brokering activities
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption	71/216	External debt sustainability and development

Economic and Social Council resolutions

2005/3	Public administration and development	2014/11	Follow-up to the International Conference on Financing for Development
2008/18	Promoting full employment and decent work for all		

Economic Commission for Africa resolutions

862 (XLII)	Enhancing domestic resource mobilization	935 (XLVIII)	Least developed countries
865 (XLII)	Global financial and economic crisis	962 (LII)	Data and statistics
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation	967 (LII)	Least developed countries in Africa
896 (XLV)	Illicit financial flows from Africa	966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa
916 (XLVII)	Illicit financial flows		

Deliverables

15.28 Table 15.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
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
Substantive services for meetings (number of three-hour meetings)	–	–	4	–
2. Committee on Economic Governance	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	7	2	6
3. Project on illicit financial flows from Africa	1	1	1	1
4. Development, customization and training on the ECA macroeconomic model to selected countries	–	5	–	4
5. Internship programme for young African economists to build their capacity in formulating, implementing and monitoring development policies and programmes	1	1	1	1
Seminars, workshops and training events (number of days)	–	–	6	2
6. Macroeconomic modelling workshop – to share experiences between African policymakers and experts on macroeconomic modelling	–	–	2	2
7. Training workshop on public finance in Africa	–	–	2	–
8. Seminar on development planning tools	–	–	2	–
Publications (number of publications)	2	3	2	3
9. Africa Sustainable Development Goals progress report	1	1	1	1
10. <i>Economic Report on Africa</i>	1	1	1	1
11. <i>African Governance Report</i>	–	1	–	1
Technical materials (number of materials)	7	6	10	10
12. Policy briefs on emerging economic issues and challenges to growth and development in Africa	3	2	3	3
13. Research papers on emerging issues related to macroeconomic analysis, economic governance and public finance	4	4	3	3
14. African quarterly economic outlook	–	–	4	4

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: advisory service to member States on emerging macroeconomic and governance issues and development planning; technical support to the secretariat of the African Peer Review Mechanism in the area of country self-assessments and integration of outcomes from the assessments into national development plans and related processes.

D. Communication deliverables

Outreach programmes, special events and information materials: organization of the annual session of the Conference of African Ministers of Finance, Planning and Economic Development, which serves as a platform for deliberating emerging economic issues in Africa.

Digital platforms and multimedia content: in the area of development planning, the 2030 Agenda and Agenda 2063.

Subprogramme 2 Regional integration and trade

Objective

15.29 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

15.30 To contribute to increased trade flows, 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. This action is expected to result in countries implementing their respective African Continental Free Trade Area strategies developed with technical support from ECA. Past results in this area include the signature by 54 members of the African Union (out of 55) of the Agreement Establishing the African Continental Free Trade Area, ratification of the Agreement by 27 of those countries and the development of nine national strategies for implementation of the Agreement. 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, which is expected to improve the ways in which both the public and the private sector operate, thus assisting member States in their progress towards achieving target 8.2 of the Goals. Furthermore, the subprogramme will leverage the policy findings of ECA key knowledge products at meetings and workshops, which are expected to create 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. Past results in this area include the development of the digital transformation strategy, with ECA forming part of the team that supported the African Union Commission in the drafting of the digital strategy for Africa. The draft was discussed by the African Union Specialized Technical Committee on Communication and Information Technologies at its meeting in November 2019 and will be tabled for consideration and adoption by the Assembly of the African Union at its February 2020 session.

15.31 To contribute to improved industrialization, the subprogramme will 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 target 9.2 of the Goals. It will also provide technical support to member States which is expected to result in policy coherence and the alignment of trade and industrialization policies with the 2030 Agenda and Agenda 2063. 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. This work is expected to result in the diversification of productive capacities and production patterns, thereby contributing to the acceleration of industrialization in Africa. Past results in this area include applications of evidence-based policy recommendations in flagship publications such as the *Economic Report on Africa* (2014, 2015 and 2016 editions) and the 2016 publication entitled *Transformative Industrial Policy for Africa* available to African countries to employ when dealing with non-African investors.

15.32 To contribute to increased investments, 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 which would help member States to reduce transaction risks and intermediation costs, improve the quality of project information and documentation, and strengthen engagement with the private sector. The subprogramme will provide advisory services and technical assistance to member States and regional economic communities to address bottlenecks to integration, such as the lack of policy coherence and a climate not conducive to regional integration, 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. This work is expected to result in enhanced opportunities for private sector operators to leverage transboundary opportunities, with the aim of creating a more business-friendly African single market, ensuring improved market access conditions for African exports, in line with targets 8.a and 10.a of the Goals. Past results in this area include the development by eight countries of their national strategies on the Agreement Establishing the African Continental Free Trade Area.

Planned results for 2021

Result 1: ratification, incorporation and implementation of the African Continental Free Trade Area (result carried over from 2020)

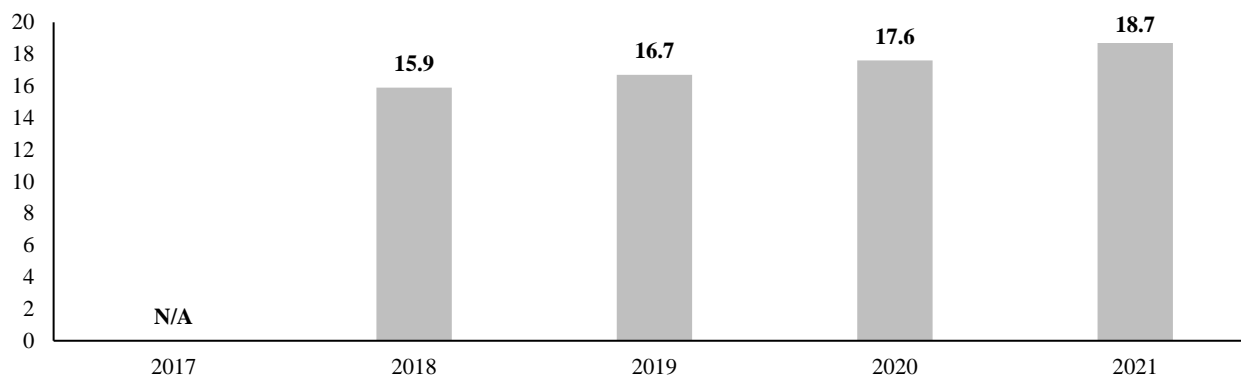
15.33 The subprogramme will continue the work related to intra-African trade, in line with its mandate, the work on issues related to intra-African trade, in line with its mandate and, in so doing, it will emphasize the technical assistance afforded to countries in the implementation of the African Continental Free Trade Area which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is

composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 15.III

Performance measure: share of intra-African trade in the total trade of Africa

(Percentage)



Abbreviation: N/A, not applicable.

Result 2: making the most of the African Continental Free Trade Area (new result)

15.34 Following the entry into force of the Agreement Establishing the African Continental Free Trade Area on 30 May 2019 and the launch of its operational phase on 7 July 2019, the subprogramme continues to provide technical support to member States upon demand, geared in particular to the operationalization of the Free Trade Area. In doing so, the subprogramme favours activities involving complementary measures that leverage the African Continental Free Trade Area as a vehicle for economic development that can contribute to efforts tackling the socioeconomic impact in the continent of the COVID-19 pandemic.

Internal challenge and response

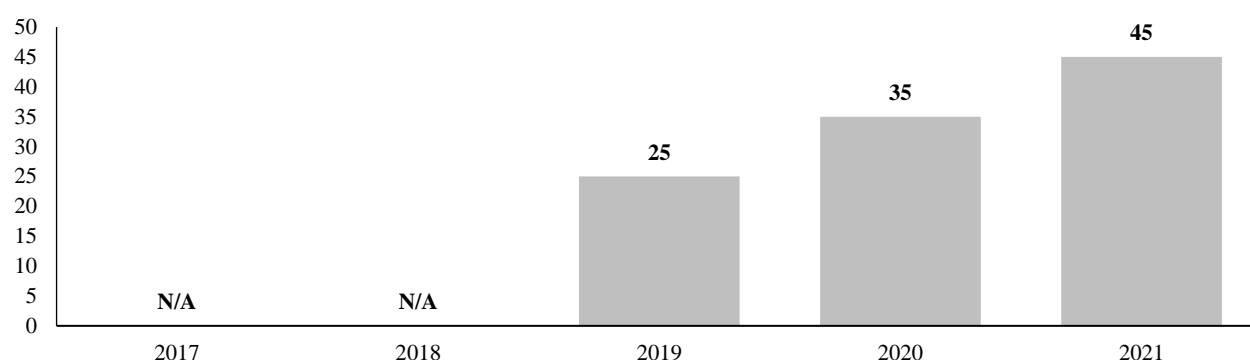
15.35 The challenge for the subprogramme was to mobilize the special skills pertaining to the formulation and implementation of strategies for the African Continental Free Trade Area. In response, the subprogramme will increase its partnerships with pan-African institutions, the academic community and the private sector, among others, to ensure a timely response to customized requests. Use of this approach will make it possible to complement expertise and knowledge.

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

15.36 This work is expected to contribute to the strengthening of regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments, which would be demonstrated by 45 countries increasing the share of intra-African trade in the total trade of Africa in 2021 through the elimination of import duties, a reduction of tariffs and increased investments. This would represent an increase of 80 per cent, when compared to the 2019 level of 25 countries.

Figure 15.IV

Performance measure: cumulative number of countries that increased their ratio of intra-African trade to their total trade



Abbreviation: N/A, not applicable.

Legislative mandates

15.37 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	71/320	New Partnership for Africa's Development: progress in implementation and international support
70/293	Third industrial development decade for Africa (2016–2025)	72/205	Commodities

Economic and Social Council resolutions

2011/12	Europe-Africa fixed link through the Strait of Gibraltar	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	922 (XLVII)	Industrialization for inclusive and transformative development in Africa
867 (XLIII)	Assessment of progress on regional integration in Africa	934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
891 (XLV)	Accelerating regional integration and boosting intra-African trade	960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
907 (XLVI)	Industrialization for an emerging Africa		
914 (XLVII)	African regional integration index		

Deliverables

15.38 Table 15.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
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	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
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
4. Meeting of the Committee on Regional Cooperation and Integration	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	3	4
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	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
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
Seminars, workshops and training events (number of days)	5	5	5	10
13. Training programme on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic/intermediate trade modelling and advanced trade modelling	5	5	5	10
Publications (number of publications)	3	3	3	2
14. Publication on 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
Technical materials (number of materials)	1	1	4	1
17. Electronic guides on investments	—	—	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	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
20. Policy briefs, guidelines and toolkits on industrialization in Africa	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: responses to the needs expressed by 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 in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals; analytical support for the Vienna Programme of Action; maintenance of the Observatory on Regional Integration in Africa.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communication materials on regional integration; 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

15.39 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, improved land tenure security, in particular for women, and to enhance innovative private sector financing and investment for infrastructure, energy and services, and agriculture.

Strategy

15.40 To contribute to enhancing the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, the subprogramme will provide advisory services and technical assistance to member States in the implementation of the 2014 Malabo Declaration on Accelerating Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods and associated frameworks. To this end, given the impacts of COVID-19, in particular on food security and agriculture, the subprogramme, in collaboration with other subprogrammes, the African Union Commission, the African Union Development Agency, the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), UNCTAD, the United Nations Industrial Development Organization (UNIDO) and civil society organizations, will work to produce knowledge products with policy recommendations and offer advisory services and technical assistance to member States in the areas of regionally integrated agricultural value chains, agricultural financing, climate change management and other risks and agribusiness and agro-industrial development. This work is expected to improve competitiveness, productivity, value addition and trade in agricultural goods and services; to support efforts by member States to end hunger and achieve food security and improve nutrition (Goal 2), and to enhance the growth of small and medium-sized enterprises and job creation with a particular focus on youth entrepreneurship and employment (target 8.3). To this end, the subprogramme will convene, advocate and provide technical assistance to member States to adopt the recently endorsed African Union Guidelines on the Development of Regional Agricultural Value Chains and the Continental Agribusiness Strategy through the generation of knowledge and dissemination of best practices with a view to supporting member States in the development of effective reform policies, strategies and programmes necessary to create

a conducive business environment essential to the advancement of agricultural and rural transformation and the development of agro-industry. This is expected to result in the 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. Past results in this area include the development, in close collaboration with the African Union Commission, the climate change, environment and natural resources management subprogramme, the regional integration and trade subprogramme and the Subregional Office for Central Africa of a framework for developing regional agricultural value chains which was endorsed by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment, and the preparation, jointly with FAO and in close collaboration with the climate change, environment and natural resources management subprogramme, the poverty, inequality and social policy subprogramme and the regional integration and trade subprogramme, of the annual report on the Africa regional overview of food security and nutrition, a landmark document on food security in Africa.

15.41 To contribute to improved land tenure security, in particular for women, the subprogramme will continue, through the Africa Land Policy Centre, the Network for Excellence on Land Governance in Africa and in collaboration with FAO, the United Nations Human Settlements Programme (UN-Habitat), the German Agency for International Cooperation (GIZ), the United States Agency for International Development, IFAD, the CSO Platform and the Forum for African Traditional Authorities, to support member States in the implementation of the African Union Declaration on Land Issues and Challenges in Africa, with a particular focus on improving women's tenure security to meet the target set by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of a 30 per cent allocation of documented land rights to women by 2025, and responsible land-based investments in support of agriculture and infrastructural development. This work is expected to result in improved implementation by member States of the African Union framework and guidelines on land policy in Africa and the Guiding Principles for Large Scale Land Based investments in Africa, by conducting research and analysis and disseminating best practices, advocating and providing technical assistance for policy and regulatory reforms and for effective land administration. By systematically addressing land tenure insecurity through gender-sensitive land policies and effective land administration and land service delivery systems, the subprogramme will support efficient, equitable and sustainable private sector engagement in infrastructure (transport, dams, energy, irrigation and others) and create an agribusiness environment conducive to the crowding in of private sector financing, in particular by reducing inefficiencies, and, therefore, the time and cost of the registration of land and other forms of property and the issuance of certificates and title deeds to facilitate lending. In addition, the subprogramme will provide technical assistance to overcome tenure insecurity and gender biases and the marginalization of youth in land and property rights systems, which is expected to result in enhanced accessibility of credit in contexts where land can be used as collateral. Moreover, it is expected to strengthen the ability of women to enter into agricultural contracts in mutually beneficial land-based investment models. Through facilitating equal rights to ownership and control over land and property, the subprogramme will support member States in making progress towards targets 1.4 and 5.a of the Goals. Past results in this area include the implementation by eight member States – Angola, Burundi, Côte d'Ivoire, Ethiopia, Kenya, Malawi, the Niger and Somalia – and one regional economic community of land governance programmes designed in accordance with the framework and guidelines on land policy in Africa developed by ECA, the African Development Bank and the African Union Commission, and the voluntary guidelines on the responsible governance of tenure developed by FAO. Progress has also been made in implementing the 30 per cent campaign for women's land rights to promote

gender equality and women empowerment, with the successful mobilization by Malawi and Rwanda of resources to promote women's tenure security.

15.42 To contribute to enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, the subprogramme will continue to support African member States and market participants in their efforts to explore investment and co-investment opportunities in infrastructure, real estate, and other sectors in the continent 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, to enable them to identify priority growth sectors and to develop and implement policies, strategies and programmes that will improve their competitiveness, attract investment and stimulate entrepreneurship. The programme will also provide support to member States in developing and deepening their domestic debt markets as a more 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, which can put economies under strain, in particular for countries exposed to currency risks. This support is expected to result in a conducive climate for improved access to markets and diversified investors' base with increased appetite for domestic currency debt markets. The subprogramme will support women's economic and financial empowerment by supporting African women entrepreneurs and fund managers through the development of an innovative financing platform that will help to crowd in capital and promote the growth of women-owned or led companies. This is expected to result in innovative strategies to mobilize capital both domestically and internationally (through venture capital, private equity, and impact investment), with the potential to scale up and create an economic impact: for example, investing in between 5 and 10 women fund managers can lead to the financing of more than 100 companies and supporting the creation of thousands of jobs). By leveraging these types of innovative financing instruments, the subprogramme will support member States in making progress towards Goals, 1, 5, 8, 9, 11 and 17. Past results in this area include the adoption by the Government of Guinea of a more holistic approach to business competitiveness and inclusivity that is more closely aligned with intra-African trade and investment.

15.43 To contribute to enhancing innovative private sector financing and investment for infrastructure, energy and services, and agriculture, the subprogramme will continue to work with the African Union Commission, the African Union Development Agency, the African Development Bank and regional economic communities, including in operationalizing priority plan II of the Programme for Infrastructure Development in Africa, providing assistance with technical analysis. African infrastructure, in particular transport (i.e. logistics) and energy will be affected by the COVID-19 pandemic, as travel restrictions will have impacts on the global supply chain, and also on the manufacture of energy products. ECA will support the development of home-grown solutions for Africa. The subprogramme will therefore accelerate 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 infrastructure and energy. 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, which facilitates increased and cheaper finance from the private sector to support much-needed new rolling stock

procurement and also to finance existing fleets by 2021. In addition, the subprogramme will provide policy advisory services and technical assistance to member States on the implementation of the Single African Air Transport Market, along with efforts to improve road safety in Africa and to digitalize the transport sector on the continent. This will improve connectivity and reduce the cost of air transport, thereby creating jobs and contributing to the continent's economic development; contribute to sustainable development by saving lives and reducing the cost of road crashes to the economy; and improve the efficiency of the transport sector. All these measures are expected to result in the implementation of an increased number of energy projects by member States, contributing to the achievement of Goals 9 and 7 and to the attainment of the ECA strategic direction, in particular with regard to the implementation of innovative financing for infrastructure for the transformation of Africa, the advocacy of the African position at the global level and the development of regional responses. Past results in this area include the high-impact investment of more than \$50 million by the Chicago Teacher's Pension Fund and the Alameda County Employee's Retirement Association, a pension fund based in Oakland, United States of America, in infrastructure projects in the Democratic Republic of the Congo, Mali, Senegal and South Africa. This subprogramme's work on infrastructure and services will support the implementation of COVID-19 recovery action plans at the national and regional levels, in particular for the aviation and logistics sectors in Africa. By providing advisory services and technical assistance to member States in developing resilient transport infrastructure and services, the subprogramme will contribute to building Africa's capacity for emergency response to health and economic crisis, such as those triggered by the COVID-19 pandemic.

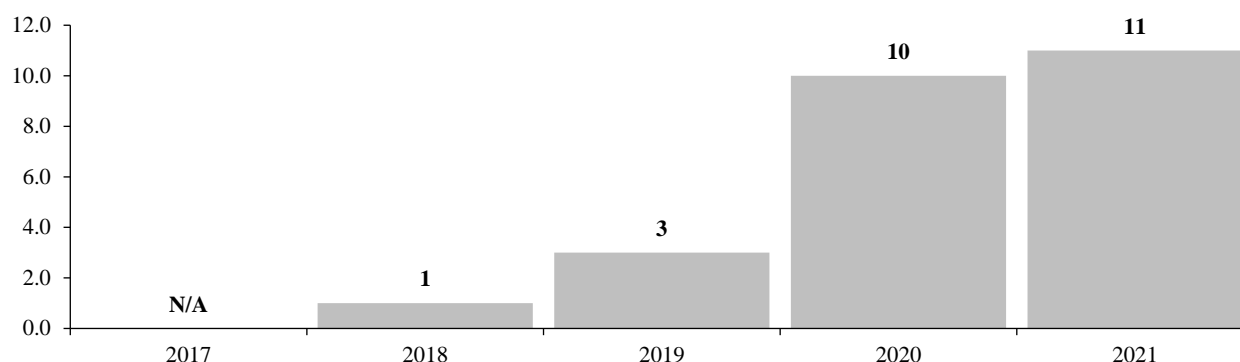
Planned results for 2021

Result 1: strengthened business environment for private sector investments in energy and infrastructure development (result carried over from 2020)

15.44 The subprogramme will continue the work related to creation of the conducive business environment for energy infrastructure development, in line with its mandate, and will assist countries in developing, strengthening and implementing regulatory mechanisms that will attract private sector participation and investment in energy infrastructure, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.V

Performance measure: cumulative number of member States that institute energy planning units in the respective line ministries/government agencies



Abbreviation: N/A, not applicable.

Result 2: enhancing investment in energy infrastructure through land policy reforms (new result)

15.45 The subprogramme has been working in several African member States to support Governments in crowding in private sector investment in the energy and infrastructure sectors. In particular, its advisory services and technical support to member States have highlighted the importance of the effectiveness of their regulatory environment in attracting private sector investment in these sectors. To this end, the subprogramme has developed a methodology to assess the openness, attractiveness and readiness of the African electricity sector and its attractiveness to private investors. In partnership with the African Development Bank, the African Union and its associated development partners, the subprogramme has developed a framework and guidelines on land policy in Africa that aims to strengthen land rights, enhance productivity and secure livelihoods on the continent. Furthermore, the subprogramme has developed principles on large-scale land-based investments in Africa, together with a framework for tracking progress in land policy formulation and implementation.

Internal challenge and response

15.46 The challenge for the subprogramme was that its work on energy, infrastructure and services has not leveraged the knowledge and tools developed through its land-policy work stream. For instance, it has not established the extent to which the gender-sensitive land-policy frameworks and guidelines developed are aligned with current practices in member States and the implications for investments in the energy and infrastructure sectors. In response, the subprogramme will focus on assisting member States in implementing land policy guidelines and principles that will improve the business environment and facilitate investment in the energy and infrastructure sectors of member States. In this regard, the subprogramme will assess the extent to which energy and infrastructure development in 10 countries are constrained by land-related challenges and will provide technical assistance and advisory services to member States on ways and means of tackling the identified challenges.

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

15.47 This work is expected to contribute to enhancing the business environment to leverage the role of the private sector and its investments in the economic growth and transformation of Africa, improved land tenure security, in particular for women, and enhancing innovative private sector financing and investment for infrastructure,

energy and services, and agriculture, which would be demonstrated by at least four countries developing land policies and reforming land administration to enhance land tenure security for women and create an enabling environment for responsible private sector investment in the energy sector. In addition, road maps for at least three projects will be drawn up in the selected countries.

Table 15.4

Performance measure

2017	2018	2019	2020	2021
N/A	N/A	N/A	Eight countries review their power sector regulatory frameworks	Four countries (out of eight) align their land policies with the energy sector

Abbreviation: N/A, not applicable.

Legislative mandates

15.48 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)	70/192	Follow-up to the International Conference on Financing for Development
		70/198	Agricultural technology for sustainable development
65/146	Innovative mechanisms of financing for development	72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all
65/314	Modalities for the fifth High-level Dialogue on Financing for Development	72/238	Agriculture development, food security and nutrition
66/195	Agricultural technology for development	72/271	Improving global road safety
67/215	Promotion of new and renewable sources of energy		

Economic and Social Council resolutions

2014/10	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

15.49 Table 15.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.5

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	1
1. Reports for the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1	1	1	–
2. Reports for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	2	1	1
3. Reports for the Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	1	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	4	4	12
4. Project on tracking progress in achieving Sustainable Development Goal 7 on access to affordable and clean energy in Africa	1	1	1	1
5. Project on improving the competitiveness of key economic sectors and enhancing the role of the private sector in economic transformation	1	–	1	1
6. 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	1
7. Project on strengthening the capacity of member States and regional organizations to implement the African Union declaration on land	1	1	–	–
8. Project on land governance through the Network of Excellence on Land Governance in Africa	1	1	1	–
9. Project on enhancing investment in energy, infrastructure and services through land policy reforms	–	–	–	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	–	–	–	1
11. Project on the implications of infrastructure on the African Continental Free Trade Area (infrastructure-trade linkages)	–	–	–	1
12. Project on African infrastructure and digitalization (transport and energy)	–	–	–	1
13. Project on strengthening the capacity of member States to develop sound domestic debt markets	–	–	–	1
14. Project on regional infrastructure development in Africa (high-speed rail project)	–	–	–	1
15. Project on road safety	–	–	–	1
16. Project on the African transport policy programme	–	–	–	1
17. Project on a single African air transport market	–	–	–	1
Seminars, workshops and training events (number of days)	32	38	37	23
18. Training on application of the energy mix model and planning to promote energy mix	10	15	10	10
19. Training on the application of African Union and United Nations guidelines and instruments to improve land governance in Africa	10	13	10	5
20. 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	2
21. Workshop on the continental transport policy, the African Road Safety Action Plan (2011–2020) and air transport instruments	5	5	–	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
22. Training on agribusiness development, including modelling and mapping of investment opportunities to enhance the capacity of African policymakers and the private sector	–	–	10	–
23. Training on how to strengthen the capacity of African policymakers and insurance practitioners in relation to policies, tools and practices for risk modelling in the agricultural insurance sector in Africa	5	5	5	5
24. Workshop on financial technology, financial regulations and non-payment systems	–	–	–	1
Publications (number of publications)	6	4	4	5
25. Publication on assessing the role of the private sector in developing energy infrastructure through African regional power pools	1	–	–	–
26. Report on the challenges and opportunities in maritime transport in Africa	1	1	–	–
27. Review of the regulatory framework for private sector investment in the energy sector	1	1	–	1
28. Review of the public-private partnership frameworks in Africa	–	–	–	1
29. Private sector financing of rolling railway stock	–	–	–	1
30. Study of the socioeconomic benefits of a single African sky system	1	–	–	–
31. <i>Economic Report on Africa</i>	–	1	1	–
32. Study report on the mapping of land-based investment opportunities for agriculture and agribusiness in Africa	1	–	1	1
33. Report on agro-industrial park development in Africa: challenges and opportunities	–	–	1	–
34. Publication on land policy in Africa	1	1	1	1
Technical materials (number of materials)	8	6	8	7
35. Guidelines on mainstreaming land governance in the Comprehensive Africa Agriculture Development Programme and national agricultural investment plans	1	–	–	–
36. Technical material on the competitiveness index for capital markets	–	–	1	1
37. Technical material on a framework for promoting regional value chains in Africa	1	1	–	–
38. Policy brief on energy access for the 2019 session of the high-level political forum	1	1	1	1
39. Technical material in support of the Agenda 2063 continental high-speed railway programme	1	1	1	1
40. 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	1
41. Policy briefs and profiles on land-based investment opportunities for agriculture and agribusiness	1	1	1	1
42. Report on the potential for creating an African credit rating agency to promote investments	1	–	–	–
43. Report on assessing the legal, institutional and policy frameworks for the effectiveness of banking sector supervision	–	–	1	1
44. Report on assessment of the potential for enhancing agriculture and weather index insurance in Africa	–	–	1	1
45. Africa regional overview of food security and nutrition	1	1	1	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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C. Substantive deliverables

Consultation, advice and advocacy: review of curricula on agriculture and land governance in Africa: to support women's land tenure security and entrepreneurship through policy, legal and institutional reforms and mainstream gender in land and agriculture; promotion of the regional transport policies and programmes such as: the Yamoussoukro Decision, Single African Air Transport Market, Programme for Infrastructure Development in Africa, Africa Transport Policy Programme, implementation of the African Union Road Safety Charter); promotion of road safety in Africa; issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa; 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 the African Financial Summit on the margins of the National Association of Securities Professionals; convening of the twenty-ninth Annual Pension and Financial Services Conference; convening of a conference on land policy in Africa; holding of high-level policy dialogues and other events in relevant platforms, such as the Specialized Technical Committee on Agriculture, Rural Development, Water and Environment of the African Union Commission, the annual Conference of African Ministers of Finance, Planning and Economic Development, the Partnership Platform Meeting of the Comprehensive Africa Agricultural Development Programme, regional meetings of the African Development Bank, the councils of ministers of the regional economic communities the Scientific Committee of the Conference on Land Policy in Africa, conferences under the auspices of the World Bank, the Association of African Election Authorities; a policy dialogue to facilitate the establishment of a consortium of pension funds in selected African countries and a policy dialogue on facilitating the implementation of the Programme for Infrastructure Development in Africa; retreat and infrastructure investment workshop for African and United States investors; meeting of the Programme for Infrastructure Development in Africa steering committee; and organization of Programme for Infrastructure Development in Africa Week; technical support to crowd in financing for renewable electricity capacity in Africa and to strengthen and upgrade transmission systems on the continent; strengthening of the capacity of member States to develop regional agricultural value chains in accordance with the African Union framework and guidelines for regional agricultural value chains and to mainstream land governance issues in agriculture; convening of the Africa business forum.

Database and other substantive digital materials: toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa; decision-making toolkit and template to measure the economic benefits of hydropower, designed for African power utilities to enable the faster roll-out of small and medium-sized hydropower projects.

D. Communication deliverables

Outreach programmes, special events and information materials: communication materials on energy infrastructure, competitiveness index for capital markets; land-based investment opportunities for agriculture and agribusiness; and agriculture and agribusiness.

Subprogramme 4 Data and statistics

Objective

15.50 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

15.51 To contribute to strengthening the production of credible data, statistics and geospatial information, the subprogramme will develop the capacity of member States by providing technical assistance in newly developed methodologies, tools and techniques in censuses and surveys, while also mainstreaming geospatial and other new technologies in all relevant stages of statistical processes, based on the latest applied research. For example, censuses and civil registration systems in member States are being digitalized with the technical support of the subprogramme and the development of new tools. 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 are available on 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 good and promising practices among member States and their respective statistical agencies. This is expected to result in 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 and the compilation of administrative statistics. In turn, this is expected to result in the enhanced implementation, monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063. Past results in this area include automatic loading of the correct census software on to a tablet, thereby significantly reducing the risk of error and the amount of work required to load the tablets in preparation for the census.

15.52 To contribute to strengthening the dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making, the subprogramme will increase advocacy and communication for the use of statistics and geospatial information through the organization of national statistics days, the engagement of social media, and the design and distribution of communication and advocacy materials. This is expected to result in the improved uptake of statistics and geospatial information, closer collaboration between components and stakeholders of the national statistical systems and better coordinated data systems. 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 and this process is expected to result in increased commitment, investment and ownership of the processes of the production, analysis, dissemination and use of statistics and spatial information. Past results in this area include the dissemination of lessons from the Kenya census to countries in the pipeline and others planning to undertake a digital census in the coming years. Progress has also been made in 27 member States undertaking comprehensive assessments of their civil registration and vital statistics systems, within the framework of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics.

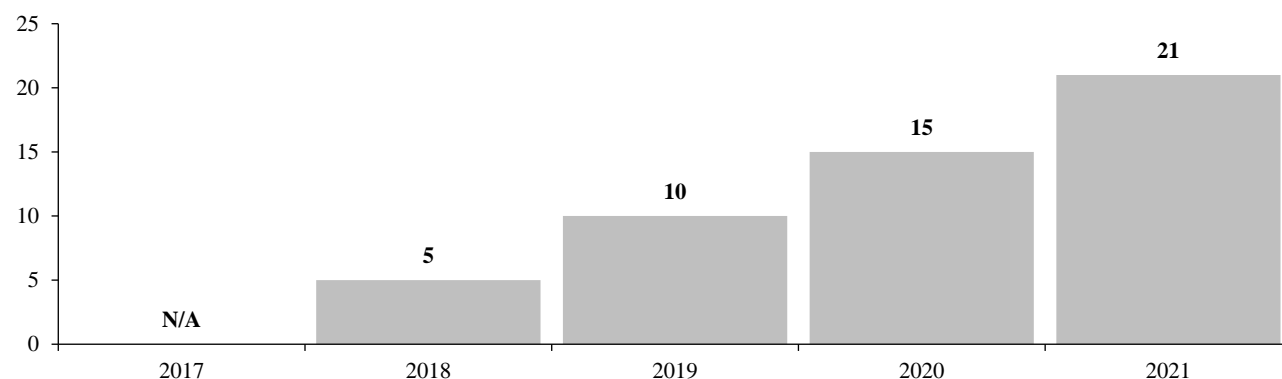
Planned results for 2021

Result 1: improving national data availability for reporting on the Sustainable Development Goals (result carried over from 2020)

15.53 The subprogramme will continue the work related to statistics in support of the implementation of international development agendas, in line with its mandate, and will assist countries in the production of data for reporting on the 2030 Agenda and Agenda 2063, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.VI

Performance measure: cumulative number of member States that have reduced data gaps for the monitoring and reporting of indicators on the Sustainable Development Goals and Agenda 2063 to meet data requirements



Abbreviation: N/A, not applicable.

Result 2: increasing visibility through civil registration and good legal identity (new result)

15.54 The subprogramme has been working with the African Union and other United Nations agencies in the implementation of the United Nations Legal Identity Agenda. In October 2018, ECA, with its strategic partners, established a centre of excellence on digital identity (ID), trade and the digital economy, which will work closely with the African Union Commission in those areas. The implementation of a digital identity procedure is heavily contingent on a strong underlying civil registration system that may be used to identify and register residents and citizens in a country. The core target set in Sustainable Development Goal 16 is for the provision, by 2030, of legal identity for all, including birth registration, to be measured against indicator 16.9.1: the proportion of children under 5 years of age whose births have been registered with a civil authority, by age. Commitment to this target notwithstanding, the subprogramme has not been able to ensure the timely completion of civil registration coverage in all member States in order to ensure the provision of legal identity. This has resulted in a very low rate of civil registration coverage and even lower coverage by population registers, with the result that there are still some 500 million people in the continent without any form of identification. The subprogramme established a digital centre of excellence that promotes the implementation of the continental digital ID principles and fosters the integration of civil registration and digital identity programmes. The centre developed a comprehensive programme and mobilized resources to support member States in the adoption of digital identity management and technology for civil registration. This was also incorporated in the African digital transformation strategy, the drafting of which was co-led by the subprogramme through its centre for excellence. In order to ensure the effective integration of stakeholders in this process, the subprogramme also established partnerships with a multitude of private sector and civil society organizations in support of the digitalization initiative. The centre provides direct technical assistance to member States in the implementation of the principles of digital ID, trade and economy.

Internal challenge and response

15.55 The challenge for the subprogramme was that in providing its technical assistance and advisory services to member States in civil registration and vital statistics and developing its planned support for the digital ID system, the

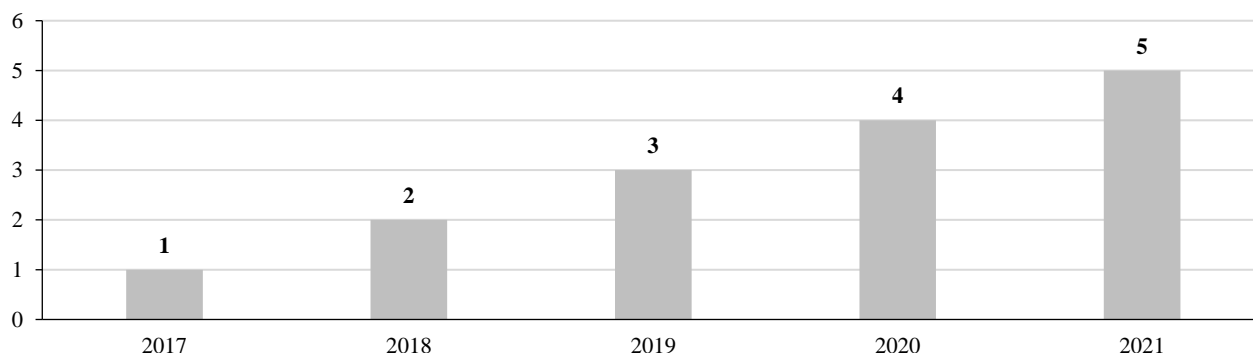
subprogramme did not take into account the complexity of the required harmonization of legal frameworks between the two systems. If countries are to implement digital ID programmes, such harmonization becomes critical for the development of a foundational identity that would also have a wider functionality and support. In response, the subprogramme will assist countries in reviewing their statutes in order to identify barriers precluding access to legal identities and to ensure that they conform to international standards. Using the tools that have been developed for the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics, training measures will be arranged for government officials in how to improve their systems.

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

15.56 This work is expected to contribute to strengthening the production of credible data, statistics and geospatial information in Africa, which would be demonstrated by five countries improving the coverage of civil registrations. The improvement raises the current level of registration at birth of 45 per cent of children under age 5 and of less than one fifth of deaths. In addition, the improvement is also expected to result in the ensuing provision of legal identities for the 500 million unregistered people in the continent, with the aim of contributing to closing the global identity gap with a benchmark goal of more than 300 million by 2025.

Figure 15.VII

Performance measure: number of countries that register at least 50 per cent of births within 24 months



Legislative mandates

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

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282	World Statistics Day
69/266	A global geodetic reference frame for sustainable development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions

131 (VI)	Co-ordination of cartographic services of specialized agencies and international organizations	2011/24	Committee of Experts on Global Geospatial Information Management
476 (XV)	International co-operation on cartography	2013/21	Fundamental Principles of Official Statistics

2015/10	2020 World Population and Housing Census Programme	2016/27	Strengthening institutional arrangements on geospatial information management
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Economic Commission for Africa resolutions

849 (XL)	Statistics and statistical capacity-building in Africa	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
911 (XLVI)	Statistics and statistical development		

Deliverables

15.58 Table 15.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.6

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	6	–
1. Report on statistical capacity development to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
2. Report on the implementation of the 2008 System of National Accounts to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
3. Report on progress in population and housing censuses to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
4. Report on the implementation of civil registration and vital statistics to the Fifth Conference of African Ministers Responsible for Civil Registration	–	–	1	–
5. Report on the state of gender and social development statistics to the seventh meeting of the Statistical Commission for Africa	–	–	1	–
6. Report on the integration of geospatial information for sustainable development to the sixth meeting of the Regional Committee of the United Nations Global Geospatial Information Management for Africa	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	16	16	16	8
7. Meeting of the Statistical Commission for Africa	–	–	8	–
8. Conference of African Ministers Responsible for Civil Registration	8	8	–	8
9. Meeting of the Regional Committee of the United Nations Global Geospatial Information Management for Africa	8	8	8	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	8	16	20
10. Project on agricultural statistics initiative	–	–	1	1
11. Project on health statistics initiative	–	–	1	1
12. Project on energy statistics initiative	–	–	1	1
13. Project on data warehouse project	–	–	1	1
14. Project on employment statistics initiative	–	–	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
15. Project on development of a trade in value added database for Africa – World Bank trust fund for statistical capacity-building	–	–	1	1
16. Africa Programme on Gender Statistics	1	1	1	1
17. African programme on population and housing censuses	1	1	1	1
18. Project on the establishment of a digital ID platform for Africa	1	1	1	1
19. Project on developing geospatial information services in support of the implementation and tracking of the Sustainable Development Goals	–	1	1	1
20. Project on strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1	1	1	1
21. Project on the Global Strategy to Improve Agricultural and Rural Statistics – phase II	1	–	1	1
22. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics	1	1	1	1
23. Development of the Data Science Campus	1	–	1	1
24. Project on support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	1	1	1
25. Fellowship programme for young African scholars to build their capacity in data and statistics	1	1	1	4
26. Project on guidelines for the implementation of the Integrated Geospatial Information Framework	–	–	–	1
Seminars, workshops and training events (number of days)	45	45	65	55
27. Workshop on statistical data exchange system for national statistical offices	5	5	5	5
28. Training on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	5	5	5
29. Workshop on modernizing statistical systems in Africa for leaders and management of national statistical offices	5	5	5	5
30. Workshop on population and housing censuses and progress towards the 2020 population and housing censuses for experts and management of national statistical offices and planning commissions	5	5	5	5
31. Regional workshops on gender statistics for experts in national statistical offices and line ministries	–	–	10	10
32. 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	5
33. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistics offices	10	10	10	–
34. Training of trainers on economic statistics and national accounts for national statistical offices and ministries of finance	–	–	5	5
35. Training workshop on methods of environmental statistics and environmental economic accounting for national agencies responsible for the compilation of environmental economic accounting	–	–	5	5
36. Workshop on geospatial datasets for monitoring Sustainable Development Goals for national mapping agencies and statistical offices	5	5	5	5
37. Training workshops on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	5	5	5
Technical materials (number of materials)	4	4	4	4
38. African regional geospatial databases, online services and geoportals	1	1	1	1
39. African Atlas of Spatial Statistics	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
40. Africa Data Revolution Report	1	1	1	1
41. African Statistical Yearbook	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy:

Inter-agency meetings on civil registration and vital statistics, on the 2020 round of population and housing censuses in Africa and on Sustainable Development Goals indicators; advisory expert group meeting on national accounts; expert group meeting on environmental-economic accounting; and expert group meeting on environment statistics;

High-level forums on global geospatial information management; United Nations Committee of Experts on Global Geospatial Information Management; United Nations Group of Experts on Geographical Names; Regional Committee of the United Nations Global Geospatial Information Management for Africa;

Annual meeting 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;

Technical assistance to member States in the implementation of United Nations legal identity and digital identity management frameworks and systems; technical assistance to countries in the implementation and revision of national strategies for the development of statistics; technical assistance and advisory services 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; adoption of strategies and methodologies to make official statistics open by default; development and management of civil registration and vital statistics strategic plans; production and dissemination of gender statistics; advocacy to strengthen the gender data focal point network, advocacy to strengthen population and housing censuses; adoption and technical implementation of the 2008 System of National Accounts in Africa;

Technical assistance to develop the integrated geospatial information frameworks at national and regional level;

Technical assistance in the establishment of national and regional spatial data infrastructures; technical assistance in the integration of geospatial and statistical information, the implementation of the African Geodetic Reference Frame, the development of fundamental geospatial datasets themes and standards; and technical assistance and advisory services in the implementation of global and regional initiatives and programmes (Group on Earth Observations, AfriGEOSS initiative, Global Monitoring for Environment and Security, Regional Centre for Mapping of Resources for Development, African Regional Institute for Geospatial Science and Technology and others).

Database and other substantive digital materials: ECASStats, the ECA statistical data portal; African census integrated microdata; geospatial databases, online services and geoportals.

D. Communication deliverables

Outreach programmes, special events and information materials: celebration of African Statistics Day; annual African Symposium on Statistical Development; 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; and SDG Africa mobile application.

Subprogramme 5

Climate change, environment and natural resources management

Objective

15.59 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

15.60 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness new technologies and

innovation, 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. This is expected to result in 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. The work will further assist member States in making progress towards Goal 8, in particular, targets 8.2 and 8.3, and Goal 9, in particular, targets 9.5 and 9.b. The above efforts will contribute to empowering and stimulating the private sector and other stakeholders to acquire new and emerging technologies that could help them to develop new business models, fostering growth, job creation and poverty reduction. The private sector is proficient in mobilizing, allocating and using finance and developing new financing tools and instruments that have expanded access to finance even in rural areas and by the informal sector. Past results in this area include an increase in the number of universities and institutions participating in the biomedical engineering initiative, rising from 13 in 2015 to 22 in 2019 and covering nine African countries. Progress has also been made in increasing the number of students pursuing undergraduate and postgraduate programmes in biomedical engineering, which is now close to 1,200.

15.61 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the economic benefits of natural resources, 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. This is expected to result in an increase in the number of natural resource-rich African countries that have included linkages and diversification in their policies and strategies, contributing mainly to targets 8.b and 9.b. The subprogramme will also plan 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. This work is expected to result in an increase in the number of countries that have reviewed their related policies and strategies to align them with the principles of the Africa Mining Vision, to encourage the consideration of environmental, social and gender issues, and to include mineral-based industrialization. It will also assist member States in meeting targets 12.b and 5.c. Past results in this area include the adoption by Chad of a mining policy and mining code aligned with the Africa Mining Vision and the entry into force in May 2017 of the new Mining Act of Kenya, replacing the pre-independence Mining Act of 1940 by tweaking provisions on principles of land policy, public land, regulation of land use and property, obligations in respect of the environment, and agreements relating to natural resources.

15.62 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the green economy, 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 green 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 green growth pathways. This is expected to result in an increased number of countries adopting and implementing strategies and programmes to transition to green growth and will assist member States in making progress towards the achievement of Goal 1 (target 1.2), Goal 2 (target 2.4), and Goal 15 (target 15.9). Past results in this area include implementation by the Government of Botswana of policy recommendation from the study on fostering the sustainable transformation of agriculture in Africa through inclusive green economy, in its programme on beef cluster development. 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. This is expected to result in expanded outreach on and uptake of effective policies and good practices and the strengthening of partnerships to support the implementation of the 2030 Agenda and Agenda 2063. It is also expected to generate strong and common regional positions for the advocacy of international support for green growth, poverty eradication and sustainable development. Past results in this area include understanding of the implementation of the Sustainable Development Goals by member States and the agreement by member States on policy options to enhance implementation of the Goals. Progress has also been made with an increase in the number countries opting for voluntary national reviews, from 10 in 2018 to 17 in 2019. Furthermore, five subnational governments (Accra, Harare, Victoria Falls in Zimbabwe, Yaoundé, and Ngora district in Uganda) have undertaken to conduct voluntary local reviews. Lastly, in response to the offer of training in the green economy for selected countries, Zimbabwe has requested hands-on training for the development of an action plan to implement green economy-related strategies.

15.63 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to harness the blue economy, 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 aim of this work is to improve knowledge of the blue economy in Africa, as the blue economy represents a vast and complex universe that requires multidimensional and deep understanding if its benefits are to be fully harnessed. The subprogramme will also provide tailor-made and targeted training to policymakers on the different dimensions 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 by providing technical advisory services to the African Union Commission, regional economic communities and intergovernmental organizations, and also to pilot member States in 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. This is expected to result in better designed, more integrated and effective policy frameworks on the blue economy at subregional and national levels and an increased number of sustainable African blue economy initiatives at national, subregional and continental levels, contributing to Goal 14 (target 14.a). Past results in this area include adoption of the blue economy policy frameworks by the Comoros and Madagascar. In the Comoros, the strategic policy

framework has been mainstreamed in the national strategy for accelerated growth and sustainable development.

15.64 To contribute to the advancement of inclusive and sustainable development through the strengthened capacity of member States to enhance climate resilience, 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 for nationally determined contributions and the achievement of Sustainable Development Goal 13. This is expected to result in robust development policies, strategies and plans that capitalize on the challenges posed by climate change to the transition to climate-resilient low carbon economies, thereby supporting countries with the implementation of Goal 13 on climate action. 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. This is expected to result in the 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. Past results in this area include the implementation by eight countries out of ten targeted by ECA (Cabo Verde, Cameroon, Ethiopia, Gambia, Guinea-Bissau, Liberia, Rwanda and Seychelles) of a climate-change approach to the building of low-emission and low-carbon climate-resilient economies. Progress has also been made in the use of cloud-based, high resolution 1 km operational numerical weather prediction and early warning systems by the Comoros, Mauritius and Seychelles. Forecasters from all three countries have been trained in its use and management. The systems, which are based on open-source tools, provide a cost-effective and comprehensive solution to operational weather forecasting compared with most existing license-based systems, whose high annual subscription fees render them unaffordable and unsustainable.

Planned results for 2021

Result 1: climate resilience integrated in national sustainable development plans in Africa (result carried over from 2020)

15.65 The subprogramme will continue the work related to climate resilience, in line with its mandate, and will assist countries in integrating climate considerations into national development plans, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 15.7
Performance measure

2017	2018	2019	2020	2021
• N/A	<ul style="list-style-type: none"> • Establishment of the Africa NDCs hub for coordinated support for implementation of NDCs • Report on coherence and readiness of African NDCs 	<ul style="list-style-type: none"> • At least three countries review and report on the level of integration of NDCs in their national development plans 	<ul style="list-style-type: none"> • At least six member States integrate the effects of climate change into their national development plans • At least six countries equipped with tools for review and reporting expertise to integrate NDCs into their national development plans 	<ul style="list-style-type: none"> • At least three countries implement updated post-2020 NDCs

Abbreviations: N/A, not applicable; NDC, nationally determined contribution.

Result 2: programme plan for 2021: increased investment in climate action in Africa (new result)

15.66 In 2015 the subprogramme developed a methodological framework that member States could use to develop their intended nationally determined contributions to climate action ahead of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, at which the Paris Agreement on climate change was adopted. In subsequent years, the subprogramme reviewed the intended nationally determined contributions of all African countries and convened a workshop that was attended by focal points to the Framework Convention on Climate Change from over 30 countries. The workshop provided the opportunity for member States to reflect on their intended nationally determined contributions and identify key issues, including lack of coherence. The reviews show that African countries submitted very ambitious intended nationally determined contributions, requiring close to \$30 billion of conditional and unconditional finance for implementation. As of October 2019, 50 African countries had ratified the Paris Agreement, thus transitioning their intended nationally determined contributions to nationally determined contributions to climate action. Given the increasing constraints on public resources, there is an urgent need to enhance the means of implementation of the nationally determined contributions, in particular in terms of finance. This need is rendered even more pressing in the context of COVID-19, the reduced fiscal space available to member States, and the diversion of resources both domestic and international to the fight against COVID-19. In 2019, the subprogramme, in collaboration with subprogramme 3, developed an initiative pursuant to Sustainable Development Goal 7 aimed at assisting member States to accelerate clean energy investments for climate action, taking as the entry point a commitment by interested countries to revise their nationally determined contributions in the direction of clean energy actions. Furthermore, following the Climate Action Summit in September 2019, and the requirement for parties to the Paris Agreement on climate change to submit new or revised nationally determined contributions in 2020 and the call to enhance climate ambition and action during the decade of action and delivery for

sustainable development, at least 19 African countries have thus far signalled their commitment to submit more ambitious nationally determined contributions and a good number of countries have also signalled their commitment to net-zero emissions by mid-century. These countries will need targeted support to fulfil these commitments.

Internal challenge and response

15.67 The challenge for the subprogramme was that its interventions did not capitalize on its internal strength to provide tailored-made country-level support based on analytical work and in an integrated manner. In response, the subprogramme will conduct analytical work to support countries with policy options for harnessing energy resources, new technologies and innovation in an integrated way that capitalizes on accumulated knowledge of internal expertise.

Expected progress towards the attainment of objective, and performance measure

15.68 This work is expected to contribute to the advancement of 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 their enhanced climate resilience, which would be demonstrated by five countries revising their nationally determined contributions.

Table 15.8
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Ten countries engaged in the Goal 7 initiative	Three countries revised their nationally determined contributions	At least five countries revised their nationally determined contributions

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

62/8	Overview of United Nations activities relating to climate change	72/228	Science, technology and innovation for development
64/206	Promotion of new and renewable sources of energy	73/124 73/232	Oceans and the law of the sea
66/288	The future we want		Protection of global climate for present and future generations of humankind
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/327	International Year for the Elimination of Child Labour, 2021
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	73/335 73/336	New Partnership for Africa's Development: progress in implementation and international support
72/219	Protection of global climate for present and future generations of humankind		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

Economic and Social Council resolutions

2017/22 Science, technology and innovation for development

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

15.70 Table 15.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.9

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	4	4
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
4. Report on climate change, environment and natural resources management for sustainable development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	11	14	8	11
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 Sustainable Development	3	–	–	–
7. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	6	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	14	14	17	7
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
9. Project on strengthening the capacity of member States to participate in the supply chains of natural resources	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
10. Technical support to selected member States in reviewing and improving their mineral-led local content, policies, legal and regulatory frameworks	2	2	2	—
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
12. Technical support for experts and policymakers on the inclusive blue economy and structural transformation	2	2	1	—
13. Project on strengthening the inclusive blue economy in the context of structural transformation and sustainable development	1	1	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	1	—
15. Project on strengthening blue economy governance and policy implementation	—	—	1	—
16. Technical support for the elaboration of training manuals and tool kits to support the development of a blue economy policy and its implementation at the country level	1	1	1	—
17. Support for a research paper on the blue economy and development in Africa	1	1	1	—
18. Support for the preparation of the atlas and statistics on the African blue economy	1	1	1	—
19. Support for the ECA Africa Climate Policy Centre weather and climate information services for Africa (WISER) programme	1	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 inclusive green economy, 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	—	1	—
23. Project on climate, land, energy and water strategies	—	—	—	1
Seminars, workshops and training events (number of days)	7	10	6	21
24. Senior expert dialogues on science, technology and innovation	—	3	—	3
25. High-level policy event on the inclusive green economy and structural transformation in Africa	—	1	—	1
26. Conference on climate change and development in Africa	—	—	—	3
27. Africa climate talks to gather inputs from African stakeholders on the continent's interests in global climate governance discourses, such as the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change	—	—	—	2
28. Training of experts and policymakers on the inclusive green economy and structural transformation	2	2	1	—
29. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	4	4	4	—
30. Young African lawyers programme to strengthen capacity to engage in global climate negotiations	1	—	1	—
31. Organization of visit by scholars, fellowships and internships to enhance capacity in climate change, the inclusive green economy, natural resources, innovation and technology in Africa (number of fellows)	—	—	—	4

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
32. Policy dialogues and consultations on technology, climate change, the green and blue economies and natural resources	—	—	—	2
33. Capacity-building workshops on understanding and harnessing blue economy-related sectors	—	—	—	2
34. 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
35. 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
Publications (number of publications)	4	6	5	12
36. Publication on new technologies and innovation trends in Africa	1	—	1	—
37. Publication on the inclusive green economy in the context of structural transformation and sustainable development	1	1	2	1
38. Report on African science, technology and innovation	1	1	1	1
39. Compendium of best practices for experience-sharing in support of innovation and the development of mineral-led small and medium-sized enterprises	1	—	1	—
40. 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
41. Research papers on climate change and development in Africa	—	1	—	2
42. Policy briefs on emerging issues and trends in new technologies and innovation, climate change, the green and blue economies and natural resources	—	2	—	2
43. Path to 2030–2063: outlook on resources for the transformation of Africa	—	—	—	1
44. Policy research papers on extractives-led productive linkages, value addition, increased local content and resource-driven industrialization, that consider green growth, social and gender issues for inclusive economic transformation	—	—	—	2
45. Blue economy publications for each African subregion	—	—	—	1
46. Continental and subregional atlases on the blue economy	—	—	—	1
Technical materials (number of materials)	19	18	20	9
47. Guidelines for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	1	1	1	—
48. Methodological guidelines for assessments guiding climate investments in ecosystems	1	1	1	—
49. Training manual and toolkits to support capacity-building of small and medium-sized enterprises in mineral supply chain development	1	1	1	—
50. Compendium of climate change experts in Africa	1	—	1	—
51. Mapping of institutions along the climate information services value chain	1	—	—	—
52. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2	2	2	—
53. Policy briefs and research papers on climate change and development in Africa	2	2	2	—
54. Policy briefs and research papers on the inclusive green economy in the context of structural transformation	2	2	2	—
55. Technical materials on the implementation of a climate research for development platform in Africa	1	1	1	—
56. Quality analysis of climate information for a development policy, decision support and management practice programme	1	1	1	—
57. Technical materials on infrastructure and capacity for climate information services projects	1	1	2	—

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
58. Technical materials on strengthening climate governance and policy implementation	–	–	1	–
59. Africa climate resource platform and information service	1	1	1	–
60. 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	1	–
61. Research paper on climate change and development in Africa	1	1	1	–
62. Documentation for meetings of the African Union and the New Partnership for Africa's Development in the areas of new technologies and innovation, environment and natural resources, the green economy and climate change in the context of the Sustainable Development Goals and Agenda 2063	2	2	2	–
63. Continental geospatial database on the African blue economy	–	–	–	1
64. Country natural capital accounts (water accounts)	–	–	–	2
65. African regional centres of excellence in the Atlantic and Western Indian Oceans	–	–	–	1
66. Framework classification and management for marine minerals and energy	–	–	–	1
67. Tools and methods for managing investments in the blue economy	–	–	–	1
68. Path to 2030–2063: outlook on resources for the transformation of Africa	–	–	–	1
69. Continental and subregional atlases on the blue economy	–	–	–	1
70. Tools for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	–	–	–	1

C. Substantive deliverables

Good offices: senior expert dialogues on science, technology and innovation; high-level policy event on the inclusive green economy and structural transformation in Africa.

Consultation, advice and advocacy: advisory services to member States and regional and subregional cooperation groups on the framework for a renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027 in the context of the 2030 Agenda and Agenda 2063; 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 member States on climate change, the inclusive green economy, natural resources, innovation and technology in Africa.

Fact-finding, monitoring and investigation missions: Africa climate talks to gather inputs from 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; review of countries' policies and strategies on technology, innovation, the green and blue economies, climate change and natural resources management; 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.

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 issuance of major publications and 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

15.71 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, and their reporting on, their global and regional gender-related commitments and to enhance their implementation of policies and programmes for the empowerment of women and girls.

Strategy

15.72 To contribute to accelerating the pace of implementation by member States, and their reporting on, their global and regional commitments related to gender equality and the empowerment of women and girls, the subprogramme will undertake policy research, including in gender and trade-related issues, and public finance for gender equality and women's empowerment. 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 and economic policy management, women's entrepreneurship, gender-sensitive public finance and the integration of a gender perspective and demographic dividend dimensions into national policies and programmes. Furthermore, the subprogramme will roll out the African Gender and Development Index in the five remaining countries that have not yet implemented the index, which helps member States to conduct informed self-assessment on their progress towards achieving gender equality and the empowerment of women and girls. This is expected to result in the strengthened consideration of gender equality and women's empowerment in national policies, programmes and public finance. Past results in this area include inclusion of the gender dimensions drawn from the South Africa national report under the African Gender and Development Index in the final report on the topic: "South African population dynamics: trends, structure, causes and consequences", which is to be submitted to the Cabinet. It is expected that the latter will inform the national policy framework on harnessing demographic dividend.

15.73 To contribute to enhancing member States' implementation of policies and programmes for the empowerment of women and girls, the subprogramme will provide tailored technical support to member States for the formulation and implementation of programmes that support women's participation in, and benefit from, the implementation of the Agreement Establishing the African Continental Free Trade Area, drawing on its policy research into the Free Trade Area. The subprogramme will also convene expert group meetings, regional and national policy dialogues and conferences on key gender issues, to promote country cross-learning and cross-fertilization. This work is expected to result in greater policy influence and uptake to respond to gender equality and women's empowerment and to an increase in the proportion of women participating in, and benefiting from, the processes of implementing the Agreement Establishing the African Continental Free Trade Area. Past results in this area include the inclusion of a gender chapter in the national strategies for implementation of the Agreement Establishing the African Continental Free Trade Area.

15.74 This work will assist member States in their progress towards Goal 5 on gender equality and the empowerment of women and girls, and Goal 8 on decent work and economic growth and, specifically, its targets 8.3, 8.5, 8.7, 8.8 and 8.10.

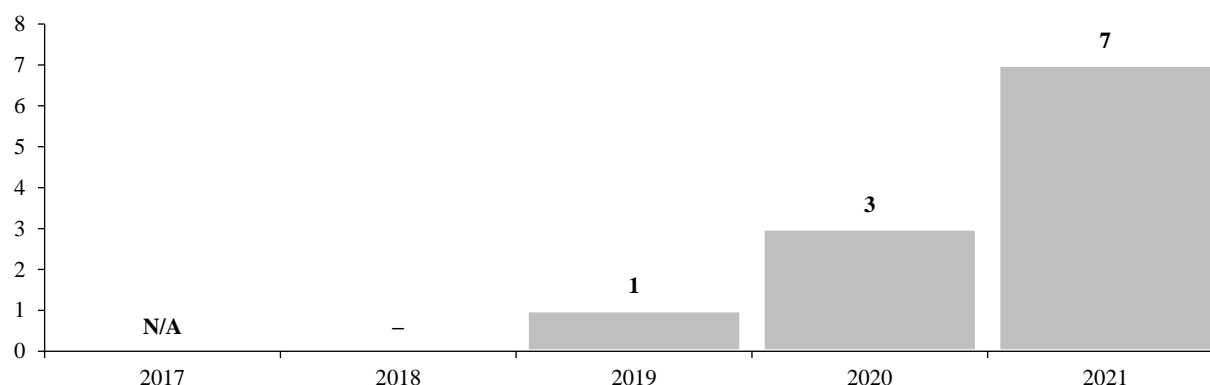
Planned results for 2021

Result 1: harnessing the demographic dividend in Africa with gender equality (result carried over from 2020)

15.75 The subprogramme will continue the work related to gender equality, in line with its mandate, and will assist countries in mainstreaming a gender perspective into their sectoral policies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.VIII

Performance measure: cumulative number of countries adopting sector-specific policies that mainstream a gender perspective in their sectoral policies



Abbreviation: N/A, not applicable.

Result 2: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries (new result)

15.76 The subprogramme has been supporting member States in their efforts to accelerate implementation of the Beijing Platform for Action and attainment of Sustainable Development Goal 5, on gender equality and empowerment of all women and girls. While member States have committed themselves to addressing gender inequality, to meet the challenging targets, the related efforts by member States may need to be accompanied by increased budget allocations to tackle the underlying causes of gender inequality and discrimination against women and girls, impeding their achievement of gender equality. To surmount that problem, in 2021, building on the results achieved thus far, the subprogramme will undertake a comprehensive assessment and costing exercise of Goal 5, for five countries representing the continent's five subregions. The overarching result is to produce an estimated cost of the investments required from member States to achieve Goal 5 which would be used to inform member States' policy interventions and programming, to accelerate the pace of gender equality and women's empowerment. The results of the costing will be published in the 2021 African Women's Report and will be used to provide tailored technical support to member States, to invest in achieving Goal 5.

15.77 It builds on the work of previous years, namely the monitoring of progress on gender equality and women's empowerment through the African Gender and Development Index in 2018 and 2019, a costing exercise undertaken in in the cross-

cutting area of violence against women in 2019, a costing model developed in 2020 for one pilot country across different sectors relevant to Goal 5, and the scaling up of the costing model to be implemented across four remaining countries in 2020.

Internal challenge and response

15.78 The challenge for the subprogramme was that it had not anticipated and planned for the high number of time-sensitive requests for technical support that were submitted for the use of the African Gender and Development Index. In response, the subprogramme will build and leverage partnerships with a wide range of institutions, namely the African Union Commission, United Nations agencies, government institutions, intergovernmental organizations, the private sector, civil society organizations, bilateral and multilateral institutions, financial institutions, and technical research and academic institutions.

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

15.79 This work is expected to contribute to achieving gender equality and women's empowerment in Africa, through accelerating the pace of implementation by member States, 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, which would be demonstrated by five countries assessing the cost of achieving Goal 5 and developing robust national frameworks that include gender-sensitive strategies with the appropriate allocation of resources.

Table 15.10
Performance measure

2017	2018	2019	2020	2021
N/A	AGDI regional synthesis report which identified gaps across economic, social and political blocks for 12 countries	AGDI regional synthesis report and Beijing +25 review which identified priorities and challenges from 15 country analyses and 50 national reports respectively	Costing completed for one pilot country to support the scaling up of costing model to extend across other sectors for Goal 5	Costing completed for five countries to inform investments and resource allocation

Abbreviations: AGDI, African Gender and Development Index; N/A, not applicable.

Legislative mandates

15.80 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"	65/187	Intensification of efforts to eliminate all forms of violence against women
		65/189	International Widows' Day
		65/190	Trafficking in women and girls
		66/130	Women and political participation
59/248	World Survey on the role of women in development	70/130	Violence against women migrant workers

70/131	Convention on the Elimination of All Forms of Discrimination against Women	70/176	Taking action against gender-related killing of women and girls
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	72/148	Improvement of the situation of women and girls in rural areas
		72/154	The girl child

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	2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
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	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
		2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
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		

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

15.81 Table 15.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.11

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	–	2
1. Report to the session of the committee on Gender and Social Development on the work of the subprogramme	1	1	–	1
2. Issues paper on gender-related theme for the Committee on Social Policy	–	1	–	1
Substantive services for meetings (number of three-hour meetings)	4	4	–	1
3. Biennial session of the Committee on Gender and Social Development	4	4	–	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	5	4	2
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	3	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	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	1	1	—
8. Project on supporting the process of the 25-year review of implementation of the Beijing Declaration and Platform for Action to enhance the capacity of member States to report on their related international obligations	1	1	—	—
9. Project on gender and artisanal and small-scale mining: connecting research with extractive sector governance, to enhance the capacity of policymakers to accommodate the needs of women in artisanal and small-scale mining and to build the capacity of local civil society organizations to advocate and monitor this process	1	1	—	—
Seminars, workshops and training events (number of days)	4	4	13	10
10. Workshop on the African Women's Report on the theme "Digital finance. a pathway to women's economic empowerment" to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	1	1	1	4
11. Workshop on the Women's Entrepreneurship Report to disseminate the results and mainstream policy recommendations into the workplans of selected line ministries	1	1	5	2
12. Training on the African Gender and Development Index to support the efforts of member States in addressing the priority areas of policy action	2	2	5	2
13. 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	—
14. Workshop on the African Women's Leadership Report to disseminate the results and mainstream policy recommendations into workplans of selected line ministries	—	—	—	2
Publications (number of publications)	2	2	1	2
15. 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	1	—	1
16. Women's Entrepreneurship Report on the theme of examining the link between education and productive entrepreneurship to strengthen the capacity of member States to boost the productivity of women entrepreneurs	1	1	1	—
17. African Women's Leadership Report to assess the status of women in leadership positions	—	—	—	1
Technical materials (number of materials)	4	4	4	3
18. 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	—

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
19. 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	–
20. 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	–
21. 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	–
22. 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	1	–	1
23. Policy research on gender issues and climate change in Africa for effective policy intervention	1	1	–	1
24. Policy research on gender and the extractive industry in Africa to connect research with the governance of artisanal and small-scale mining sector	1	1	–	1
25. Outcome document for the tenth Africa Regional Conference on the 25-year review of implementation of the Beijing Declaration and Platform for Action to provide a five-year review of the implementation in Africa of the Beijing Declaration and Platform for Action	1	1	–	–
C. Substantive deliverables				
Good offices: meetings organized for ministerial-level consultations and negotiations around the Beijing Platform for Action in 2020.				
Consultation, advice and advocacy: special event on International Women’s Day (2020) and 16 days of activism and supporting the preparatory ministerial meeting for the Commission on the Status of Women.				
D. Communication deliverables				
Digital platforms and multimedia content: maintenance and expansion of the 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 each event hosted and organized and active use of the subprogramme’s social media accounts.				

Subprogramme 7

Subregional activities for development

Component 1

Subregional activities in North Africa

Objective

15.82 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

15.83 To contribute to the strengthening of economic diversification, the component will develop the macroeconometric model by using available macroeconomic data,

rolling out the model and conducting simulations with ministries of finance and planning and central banks in partner countries. The component will also provide technical assistance through partnerships with statistical institutes, to strengthen countries' capacity to develop data analysis and models to quantify distortions and identify the public policy changes to be carried out. In addition, the component will conduct research work on employment, addressing youth employment through so-called "industries without smokestacks" projects, in collaboration with the Brookings Institution, and will convene regional workshops on best practices for job creation in Africa, in collaboration with the South-South Cooperation Platform. This work will assist member States in mitigating the impact of COVID-19 on employment and in achieving Goals 4 (targets 4.4 and 4.5), 8 (targets 8.2 and 8.3) and 9 (targets 9.2 and 9.5). Furthermore, it is expected to result in the adoption by member States of evidence-based pro-employment macroeconomic policies; redirecting resource allocations towards sectors that have more economic potential in terms of productivity, competitiveness and employment; and also facilitating access to finance for small and medium-sized enterprises and stimulating job creation. Past results in this area include the development by three North Africa countries (Algeria, Egypt and Mauritania) of macroeconomic modelling tools with ECA support. Progress has also been made in Tunisia, whose Ministry of Trade has conducted an impact analysis of the country's accession to the Common Market for Eastern and Southern Africa (COMESA).

15.84 To contribute to the strengthening of regional integration, the component will continue to analyse constraints and obstacles relating to sectors where value chains in North Africa can be built. It will provide advisory services and hold subregional consultations to support member States in building their capacity and developing their national strategies for 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 (targets 17.6, 17.11 and 17.14). Furthermore, it is expected to result in enabling member States to design appropriate policies that foster regional integration, enhance productivity and create new jobs. Past results in this area include ratifications of the Agreement Establishing the African Continental Free Trade Area and its three protocols by Egypt and Mauritius. Progress has also been made on the assessment of the existing regional value chains and their potential for growth in North Africa in 10 sectors (automotive industry; textiles and clothing; phosphates; oil and gas; renewable energy; fruits; vegetables and derivative products; essential oils and derivative products; fishing; and grains and sugar). Analytical work is guiding the strategic and sectoral positioning of member States within the framework of the African Continental Free Trade Area, in North Africa and the rest of the continent.

15.85 To contribute to a better recognition of migrant workers' qualifications and skills, the component will work to strengthen capacities in five African countries (Côte d'Ivoire, Mali, Morocco, Senegal and South Africa) to collect, analyse and disseminate migration-related data and enhance the recognition of skills and qualifications of African workers to reduce 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 Migration. This work will assist member States in meeting targets 8.8, 10.7, 10.c, 16.2 and 17.18 of the Goals. The component will focus on strengthening the capacity of member States to implement the Global Compact for Safe, Orderly and Regular Migration. This will be carried out in partnership with the African Union, the Department for Economic and Social Affairs, the International Labour Organization (ILO) and the International Organization for Migration (IOM) and is expected to result in the improved availability and use of migration statistics, and the greater recognition of skills across the continent through the roll-out of the African Continental Qualification. Past results in this area include

the work undertaken during the regional consultations in Africa on the Global Compact, led by ECA, by strengthening national capacities to “collect and utilize accurate and disaggregated data as a basis for evidence-based policies” (Objective 1 of the Global Compact) and to “facilitate mutual recognition of skills, qualifications and competences” (Objective 18 of the Global Compact).

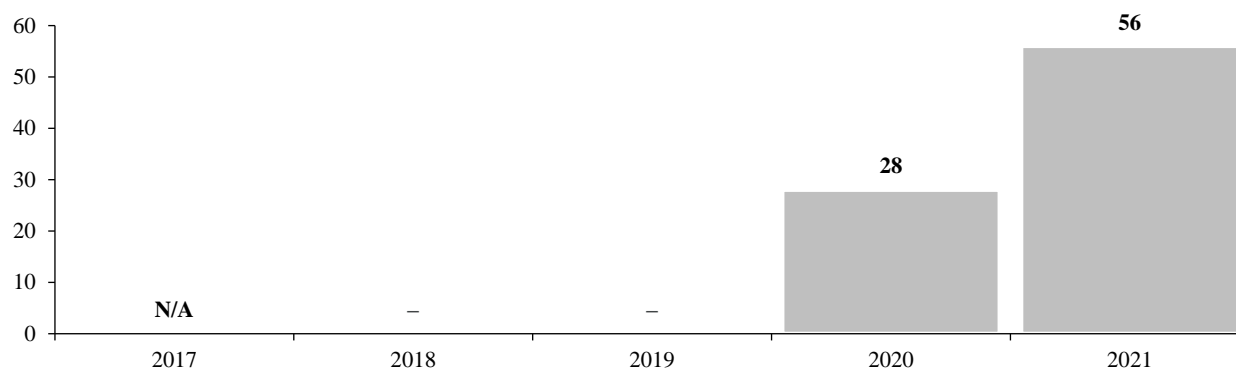
Planned results for 2021

Result 1: strategies and policies for employment creation (result carried over from 2020)

15.86 The subprogramme will continue the work related to employment creation, in line with its mandate, and will assist countries in identifying gaps and implementing solutions that promote employment opportunities, a result which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.IX

Performance measure: cumulative number of policymakers trained to better assess the gaps in public policies and design and implement suitable policies to reduce unemployment



Abbreviation: N/A, not applicable.

Result 2: North African countries adopt best practices for job creation (new result)

15.87 The component has been working in North Africa to support governments in their efforts to achieve the 2030 Agenda and Agenda 2063. Since January 2019, the focus of this work has shifted to employment and skills for sustainable development as an area of specialization, since, for many decades, North Africa has had one of the lowest labour market participation rates in the world. The aim is to support North African countries in taking action on the business climate and macroeconomic balance, offering diversification and competitiveness enhancement, and ultimately, strengthening their human capital. The component has been working on building consensus among member States to adopt appropriate measures for enhancing job creation in North Africa. The work of the Subregional Office for North Africa in 2021 will focus on the best practices in employment creation in many African countries, such as the Mohammed V Foundation for Solidarity in Morocco, which, through its training centre has promoted youth employability, through a range of workshops in

such areas as electrical construction, carpentry, aluminium welding, plumbing, painting, glazing, facade cladding, and also a civil engineering laboratory.

Internal challenge and response

15.88 The challenge for the component was to develop appropriate measures for enhancing job creation in the North African region that would cater to each country's needs. The experiences in creating new jobs and the associated challenges vary from country to country, making the adoption of a single approach less effective. In response, the component will tailor its work in this area according to the needs of each country and will work on building strategic partnerships with regional and national institutions which share the same objectives.

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

15.89 This work is expected to contribute to enhancing an environment conducive to the creation of employment in North Africa through strengthened economic diversification, which would be demonstrated by at least one country in the North African subregion decreasing its unemployment rate through the implementation of one job-creation programme.

Table 15.12
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	North African countries gain interest in employment creation for sustainable development and become engaged in regional dialogue	North African countries engage in the development of suitable policies to reduce unemployment and reduce the impact of COVID-19, in particular on job creation	At least one country in the North African subregion decreases its unemployment rate through the implementation of one job-creation programme

Abbreviation: N/A, not applicable.

Legislative mandates

15.90 The list below provides all mandates entrusted to the component.

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	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
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	73/195	Global Compact for Safe, Orderly and Regular Migration

Economic and Social Council resolutions

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

928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	874 (XLII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
935 (XLVII)	Least developed countries in Africa		

Deliverables

15.91 Table 15.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.13

Subprogramme 7, component 1: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report to the Intergovernmental Committee of Experts for the Subregional Office for North Africa	1	1	1	1
2. Subregional profile on socioeconomic developments 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
Substantive services for meetings (number of three-hour meetings)	11	11	11	11
5. Session of the Intergovernmental Committee of Experts of the Subregional Office for North Africa	11	11	11	11
B. Generation and transfer of knowledge				
Technical cooperation projects (number of projects)	1	1	1	2
6. Project on the implementation of the Maghreb action plan to boost intra-African trade	1	1	–	–
7. Support to member States for the implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	–	1
8. 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	–
9. Building a database on migration in selected member States	–	–	–	1
Seminars, workshops and training events (number of days)	8	8	12	4
10. North Africa Development Forum (employment)	2	2	–	2
11. International Colloquium for economic development in North Africa	4	4	4	–
12. Training for policymakers on pro-employment macroeconomic policies	–	–	8	–
13. Employment forum	2	2	–	2
Publications (number of publications)	4	2	1	1
14. Publication on fiscal policy for financing sustainable development in North Africa	1	1	–	–
15. Publication on tools for assessing employment statistics	1	–	–	–
16. Publication on trade facilitation	1	1	–	–
17. Publication on climate risk management	1	–	–	–
18. Publication on employment	–	–	1	1
Technical materials (number of materials)	2	3	3	3
19. Policy paper to support decision makers on employment	–	1	1	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
20. Policy paper to support decision makers on institutional quality and structural transformation	1	1	–	1
21. Policy paper to support decision makers on climate risk management	–	–	1	–
22. Policy paper on private sector financing	1	1	–	–
23. Policy paper to support decision makers on improvement of the role of private sector in the implementation of the Sustainable Development Goals	–	–	1	–
24. Policy paper on migration	–	–	–	1
25. Policy paper on implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	–	1

C. Substantive deliverables

Consultations, advice and advocacy: advisory services to member states to develop national macroeconomic models; Advisory services to member States to build their national strategies on implementation of the Agreement Establishing the African Continental Free Trade Area; technical assistance to member States to produce datasets on migration; technical assistance to member States on implementation of the 2030 Agenda; advisory services to member States on increasing productivity through a better allocation of resources within the economy; advisory services to member States on private sector financing for the implementation of Sustainable Development Goals.

D. Communication deliverables

Digital platforms and multimedia content: maintenance of knowledge management websites, platforms, customer relationship management, library, communities of practice and related content, 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

15.92 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

15.93 To contribute to strengthening the capacity of countries in the Economic Community of West African States (ECOWAS) to integrate demographic dynamics in their policies and planning processes, the component will promote cooperation within member States, regional entities, think-tanks and other partners in the process of demographic dynamics for development through regional and country-specific studies, policy dialogues, and responses to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends. 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). The component will provide knowledge, tools and policies to remove impediments to the acceleration of demographic transition facing its member States and related implications for sustainable development, covering a wide range of issues, namely: family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender issues, youth empowerment, peace and security

and others. The component will also work in partnership with the ECOWAS Commission to ensure that research recommendations are translated into regional policy. This work will assist member States in achieving Goals 4, 8, 10, 16 and 17. Furthermore, it is expected to result in the mainstreaming of demographic dynamics in countries' public policy frameworks, including deeper regional economic and monetary integration through a newly formulated ECOWAS post-2020 vision that will be aligned with the Sustainable Development Goals and Agenda 2063. Past results in this area include the development of the Sahel population model using the aggregated system dynamic model for the Sahel region.

15.94 To contribute to the achievement of regional integration in West Africa, the component will continue, also in view of the socioeconomic impacts of COVID-19, to provide advisory services, 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. Policy dialogues will also 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 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 to translate into action the findings of its main studies while serving as a knowledge institution for taking into account synergy between the economic and social development programmes of Africa and its peace and security agenda. This work is expected to result in a more closely coordinated approach in United Nations actions at the subregional level and a stronger impact on populations. Past results in this area include adoption of the monetary policy framework and the central bank model by ECOWAS. Progress has also been made in the implementation of the self-financing mechanism for member States (Burkina Faso, Mali and Niger) of the Liptako-Gourma Integrated Development Authority.

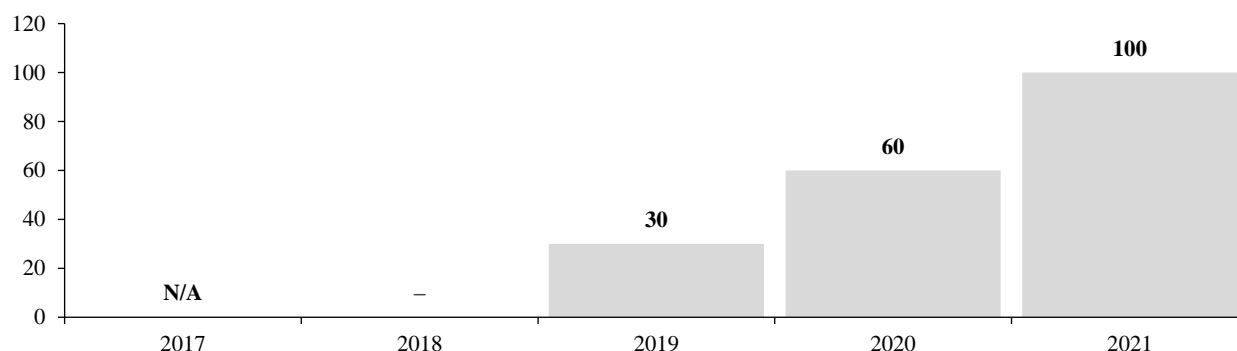
Planned results for 2021

Result 1: a clean break with demographic trends in West Africa (result carried over from 2020)

15.95 The component will continue the work related to demographic dynamics, in line with its mandate, and will assist countries to improve the mainstreaming of demographic dynamics into development policies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.X

Performance measure: number of national officials trained in demographic dynamics and working to influence public policy formulation process



Abbreviation: N/A, not applicable.

Result 2: consolidating 2020 achievements and translating recommendations into actions (new result)

15.96 The component has been working on the formulation of its strategy to make a strengthened contribution to addressing the challenge facing West Africa countries in taking advantage of the democratic dividend, in promoting regional integration in West Africa and in generating knowledge to inform activities by key Sahel stakeholders.

15.97 The year 2021 is the right moment to switch from strategic direction to implementation at both regional and country levels. The component will therefore focus its efforts on the implementation of policy recommendations and strategies. Generating knowledge and translating this knowledge into action after strategic policy dialogue, the provision of technical assistance, consensus building, and advisory services will be the component's key mean of action to this end. Key resolutions of the statutory bodies of West Africa will also be implemented in 2021. These include the resolution adopted by ECOWAS Heads of State with a view to advancing monetary integration as a follow-on from the achievements of 2019 and 2020.

15.98 In the context of the strategic partnership between the United Nations Development Programme (UNDP) and the three States members of the Liptako-Gourma Integrated Development Authority, namely Burkina Faso, Mali and the Niger, the component produced an action-oriented study that informed the process of establishing a self-financing mechanism within the Authority. The component will continue to work with the Authority in 2021 to ensure the implementation of the recommended mechanism, which will result in a stronger and more autonomous transnational organization able to implement its development activities with its own resources.

15.99 The work to produce country profiles for 2021 on countries of focus, and also a subregional profile, will also continue as a key contribution to understanding structural transformation challenges in West Africa. The component will take steps, according to the established business plan, to build a regional and country-specific model which will help in providing metrics on how well countries are designing and implementing policies compatible with their efforts to tackle demographic challenges. The component, through knowledge products, workshops and other training measures, will strengthen the capacity of experts from the 15 ECOWAS countries and regional organizations in use of the demographic dividend models to assess progress towards achieving demographic dividends and sustainable development in close partnership with the United Nations system, universities and research networks.

Internal challenge and response

15.100 The challenge for the component was to adapt the toolkits to the specific needs of the diverse countries of the subregion and, with that, better support its member States in benefiting from the toolkit developed to assist countries in planning and monitoring progress towards the achievement of the 2030 Agenda and Agenda 2063. Furthermore, the component faced challenges in providing consistent and systematic access to a broad range of experts that are able to assist countries of the subregion in various thematic areas. In addition, the component has not been able to mobilize sufficient political support required for the translation of recommendations into tangible actions. In response, the component will leverage the broader capacity available in other subprogrammes of ECA to refine the toolkit and to tailor it to the specific needs of various countries in the subregion, so that it can be used not only as a planning tool conducive to a better understanding of trade-offs of different policy options, but also as a useful platform that reduces the burden and thus facilitates the monitoring and reporting of the progress towards the implementation of the 2030 Agenda and Agenda 2063. The component, through its convening function, will also intensify its engagement with other stakeholders, including the recently established network of think tanks which will ensure consistent and systematic access to experts in a broader range of thematic areas. Lastly, the component, in close partnership with ECOWAS, will mobilize political support that facilitates the translation of recommendations into tangible actions.

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

15.101 This work is expected to contribute to strengthening the countries' capacity to integrate the challenges of demographic dynamics in policies and planning processes, which would be demonstrated by at least two West African countries operationalizing the ECOWAS post-2020 vision, including special emphasis on regional economic and monetary integration.

Table 15.14
Performance measure

2017	2018	2019	2020	2021
Signature on 2 June 2017 of a joint ECA-ECOWAS cooperation agreement to accelerate regional integration	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	Adoption and launch of the ECOWAS post-2020 Vision, including the official launch of its single currency	At least two West African countries operationalize the ECOWAS post-2020 Vision, including special emphasis on regional economic and monetary integration

Legislative mandates

15.102 The list below provides all mandates entrusted to the component.

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	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	73/195	Global Compact for Safe, Orderly and Regular Migration

Economic and Social Council resolutions

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

748 (XXVIII)	Population, family and sustainable development	909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
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	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

15.103 Table 15.15 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.15

Subprogramme 7, component 2: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for West Africa on the implementation of agreed-upon regional and international development agendas and on 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
Substantive services for meetings (number of three-hour meetings)	8	8	8	16
3. Annual meetings 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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	1	1	1
5. Project on strengthening the institutional capacity of regional economic communities/intergovernmental organizations and countries in statistics and development	–	1	–	–
6. 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
Seminars, workshops, fellowships and training events (number of days)	6	6	14	14
7. Workshop of think-tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa	6	6	9	9
8. Training to strengthen member States' capacities in demographic dynamics for development	–	–	5	5
Publications (number of publications)	6	6	4	3
9. Publications on country and subregional profiles	4	4	3	2
10. Publications on the data revolution to support the monitoring of sustainable development in West Africa	2	2	–	–
11. Publication on economic and social structural transformation in West Africa	–	–	1	1
Technical materials (number of materials)	1	2	1	2
12. Policy briefs on sustainable economic and social transformation in West Africa	1	1	1	1
13. Technical materials on demographic dynamics for development	–	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: experts' advice to 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events, launch of flagship reports and related publications.				
External and media relations: press releases and other communication materials to the media.				
Digital platforms and multimedia content: maintenance of websites, social media platforms, the library, communities of practice and related content.				

Component 3

Subregional activities in Central Africa

Objective

15.104 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

15.105 To contribute to expanding the manufacturing and high-value service sectors and increasing the share of tradeable and manufactured goods in total exports, the component will support the operationalization and implementation of economic

diversification strategies and industrial plans, which were formulated in Chad, Cameroon, the Congo and Equatorial Guinea over the period 2018–2019, and also support the formulation of similar policies in other Central African countries. This work is expected to result in well designed and integrated economic diversification and industrial development master plans, leading to an expansion of the manufacturing and high-value service sectors, better performing and functional clusters, special economic zones and industrial plants; and trade creation, thus increasing the share of intra-Central Africa trade in the subregion's total trade. This work will assist member States in making progress towards the achievement of Goal 8, primarily targets 8.2 and 8.3. Past results in this area include the development and approval of an industrialization and economic diversification master plan by the Government of Chad. The component will also conduct studies on the cost of doing business and other binding constraints associated with access to finance, quality infrastructure, availability and quality of skills, fiscal regime and legal and regulatory framework. This work is expected to result in a better understanding by member States and stakeholders of the binding constraints on private sector development and will thereby help in refining the design of strategies and approaches to private sector development, which will contribute to the attainment of targets 9.2 and 9.3. The component will also train United Nations country teams and member States in Central Africa on the use of the ECA integrated planning and reporting toolkit. This work is expected to result in the extensive integration of the goals and projects of the 2030 Agenda and Agenda 2063 in national development strategies, thereby bringing countries to place stronger emphasis on trade and economic diversification issues. This will support member States in meeting target 12.2. Past results in this area include the improved alignment of development plans with the Sustainable Development Goals in Cameroon.

15.106 To contribute to deepening regional value chains, 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. This work is expected to result in increasing the number of projects that secure effective financing. This will assist member States in meeting targets 8.2, 8.3, 9.2 and 9.3. Past results in this area include ratification of the Agreement Establishing the African Continental Free Trade Agreement by Central Africa countries – Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. 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. This work is expected to result in raising the level of the Central African productive integration index, reflecting the level of integration of local economies in regional value chains. This will contribute to the progress of member States towards achieving targets 8.2, 8.3, 9.2, 9.3 and 12.2. Past results in this area include the adoption by the Central Africa Heads of States of an agreement on the free movement of people in the CEMAC area and adoption of a range of free-trade instruments.

15.107 To contribute to boosting the competitiveness and productivity of local economies, 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 framework 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 ID systems. This will benefit from collaboration with the ECA African Centre of Excellence on Digital ID, Trade and Economy. This work is expected to result in improving the access of local firms to information and communications technology products and thus boosting their productivity. This will contribute to the progress of

member States towards achieving target 9.1. Supporting member States in Central Africa to secure fiscal space for economic diversification will remain an area of focus, in particular following the recent (October 2019) position taken by Central African ministers of finance and economy 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 IDEP, in close collaboration with the Debt Management Facility of the World Bank. This work is expected to result in helping member States in the subregion to secure fiscal space to finance their infrastructure needs and modernize their services, in turn improving the business environment and enhancing productivity and competitiveness. This will contribute to the progress of member States towards achieving target 8.2. Past results in this area include the adoption by CEMAC of an economic and financial reform programme to address its macroeconomic imbalances. 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. This is expected to result in strengthening the role of the private sector in economic diversification in Central Africa and also in improving the performance of the subregion in governance, regulatory and legal frameworks, administrative procedures and public service delivery, which are all factors currently hindering the productivity and competitiveness of the subregion's local economies, the lowest in Africa. This will contribute to the progress of member States towards achieving targets 8.2, 8.3, 9.2 and 9.3. Past results in this area include the strengthening of the capacity of 463 private sector stakeholders and representatives of public administrations of Cameroon, Chad, Gabon, the Congo, the Central African Republic, the Democratic Republic of the Congo, Equatorial Guinea and Sao Tome and Principe in applying the process of approving industrial products for the preferential tariff of Central Africa

Planned results for 2021

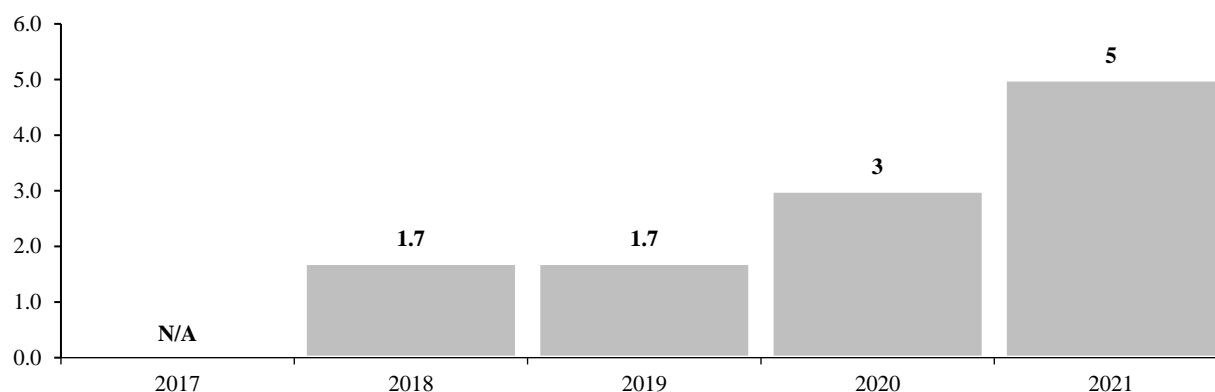
Result 1: increased economic diversification in Central Africa (result carried over from 2020)

15.108 The subprogramme will continue the work related to economic diversification, in line with its mandate, and will assist countries in increasing their trade volumes in non-oil sectors and expanding the contribution of manufactured goods in total exports in Central Africa, thus reducing the overall vulnerability of local economies to oil exports, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.XI

Performance measure: share of intra-Central African trade in intra-African trade

(Percentage)



Abbreviation: N/A, not applicable.

Result 2: switching from design to implementation of economic diversification strategies (new result)

15.109 The component has been working on the formulation of economic diversification and industrialization strategies and on determining the national value propositions of countries in Central Africa. From this point on, the component will switch its focus to supporting the implementation of the above-mentioned strategies.

15.110 In this regard, the component will generate a mix of knowledge products aimed at improving macroeconomic and sectoral policies. In addition, it will provide technical assistance and advisory services to member States and regional economic communities that will make it possible to craft sound reforms, bankable projects and new sources of financing; high-level policy dialogues and retreats with policymakers and other stakeholders that are necessary for a strong contextualization of policies, projects and reforms. The outcomes of the thirty-sixth session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Central Africa on the theme “Re-tooling, retraining and skills development towards accelerated economic diversification in Central Africa” will help to map out the pathway for the development of skills and competences relating to the national value propositions and advantages. In addition, the component will conduct awareness-raising campaigns to raise awareness among and incentivize the private sector and civil society stakeholders to the new directions that the economies should take.

15.111 In line with the quadruple bottom-line approach followed by the Sustainable Development Goals, the component, through workshops and training events, will strengthen the capacity of experts from several line ministries in the member States in Central Africa on how to mainstream climate, land, energy and water systems into national development plans and use the modelling tool for these systems and other integrated planning tools to inform policymaking processes. In addition, and in line with Goal 12 on sustainable consumption and production and taking into consideration that Central Africa hosts the Congo basin, an effort will be made through building the capacity of national experts to mainstream natural capital accounting into national statistical systems and to promote social and climate impact investments and green bonds.

15.112 The Component will also undertake a related task linked to the responsibility officially accorded to it by CEMAC to monitor and report progress on the state of

economic diversification and structural transformation in Central Africa as an input to the implementation of the CEMAC economic and financial reform programme. The regional STEPS profile produced in September 2019 provides the baseline on which this surveillance will be based. Moreover, the body of work and practice amassed by the Subregional Office on economic diversification and structural transformation will contribute to the implementation of the programme of work of the opportunity and issues-based coalition of the regional collaborative platform on ensuring effective and efficient macroeconomic management and accelerated economic transformation and diversification. The toolkits and guidelines on how to formulate and implement economic diversification strategies will be a valid contribution to the work of the United Nations country teams in this important aspect of the development of Africa.

Internal challenge and response

15.113 The challenge for the component was to coordinate requests from member States with other institutions, so as to avoid duplication and to make the most of the available expertise. In response, the component, as articulated in its stakeholders engagement plan, will systematically pursue partnership building and collaboration, and embed this approach in its business model, in particular in the countries of focus. This will include collaboration with ECA substantive divisions, United Nations country teams and partnership with the private sector and other stakeholders to deliver innovative and unique solutions to member States and regional economic communities.

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

15.114 This work is expected to contribute to expanding the manufacturing and high-value service sectors and increasing the share of tradeable and manufactured goods in total exports; deepening regional value chains; and improving the competitiveness and productivity of local economies, which would be demonstrated by all countries with their economic diversification strategies and their national value propositions, by all countries with a macro-model to secure fiscal space and by the increased number of bankable projects that help investment in non-oil sectors.

Table 15.16
Performance measure

2017	2018	2019	2020	2021
<ul style="list-style-type: none"> Adoption of the Douala Consensus 	<ul style="list-style-type: none"> Requests for assistance in the formulation of national economic diversification strategies Formulation of the Office's theory of change and stakeholder engagement plan 	<ul style="list-style-type: none"> 6 out of 7 countries covered by the component ratified the Agreement Establishing the African Continental Free Trade Area Finalization of national economic diversification strategy for Chad Finalization of African Continental Free Trade Area 	<ul style="list-style-type: none"> Finalization of a national economic diversification strategy for Cameroon and the Congo Establishment of innovation centres in the Congo and Equatorial Guinea Operationalization of the "Made in Central Africa" label 	<ul style="list-style-type: none"> Central Africa equipped with a macro and trade model to secure fiscal space for economic diversification High level of investment in the non-oil sector in Central Africa, made possible by bankable projects

2017	2018	2019	2020	2021
		strategies for Chad and Cameroon <ul style="list-style-type: none"> • Agreement signed by Gabon and the Congo to implement free roaming between the two countries • Capacity-building of 463 economic operators and representatives of public administrations on the procedure for the approval of industrial products for the preferential tariff of Central Africa 		

Legislative mandates

15.115 The list below provides all mandates entrusted to the component.

General Assembly resolutions

- 61/234 Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

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

Deliverables

15.116 Table 15.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.17

Subprogramme 7, component 3: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
1. Annual session of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa	8	8	8	8
Parliamentary documentation (number of documents)	3	3	3	1
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	1	–
4. Report on the implementation of subregional initiatives in Central Africa	1	1	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	1	1
5. Support programme for trade and economic integration	1	–	1	1
Seminars, workshops and training events (number of days)	35	28	36	36
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	9	10	12
8. Workshop on climate, land, energy and water systems	–	5	–	–
9. Validation workshop for an African Continental Free Trade Area national strategy for Cameroon	–	2	–	–
10. Training on trade and market access instruments	25	11	25	12
11. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	–	–	–	12
Publications (number of publications)	8	8	4	5
12. Country profiles (STEPS)	5	5	3	2
13. Publication on the African Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1	1	–	–
14. Background study on the 2021 theme for the meeting of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa	1	1	1	1
15. Publication on enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1	–	–	–
16. Non-recurrent publication on natural capital and rebasing economic wealth in Central Africa	–	–	–	1
17. Non-recurrent publication on Central Africa and the future of food: the case of regional value chains	–	–	–	1
Technical materials (number of materials)	1	1	1	1
18. Policy brief on emerging issue in Central Africa	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services and high-level policy dialogues on the implementation and monitoring of economic diversification and African Continental Free Trade Area strategies.				
D. Communication deliverables				
Outreach programmes, special events and information materials: dissemination of brochures and knowledge products, promoting and providing information through press briefings, media visits, newsletters and news releases.				
Digital platforms and multimedia content: maintaining websites and digital platforms.				

Component 4

Subregional activities in East Africa

Objective

15.117 The objective, to which this component contributes, is to achieve deeper regional integration in Eastern Africa, by advancing the implementation of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy and enhancing regional tourism.

Strategy

15.118 To contribute to the advancement of the implementation of the African Continental Free Trade Area, the component will build on work undertaken over the period 2018–2019 providing African Continental Free Trade Area impact assessments for member States and regional economic communities, and identifying bottlenecks associated with stagnant levels of intraregional trade. To address those challenges, the component will conduct studies, in the light of the socioeconomic impacts of COVID-19, provide capacity-building for negotiators and government officials and convene regional dialogues on phase II of the African Continental Free Trade Area, focusing on such areas as trade in services, the emergence of regional value chains and the protocol on free movement. External partnerships will include those with TradeMark East Africa (the largest trade facilitation organization in the region) and the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). This work will assist member States in making progress against indicators 8.1.1 and 9.2.1 of the Goals and is expected to result in higher levels of intraregional trade in goods and services, together with greater labour mobility within the region. Past results in this area include formulation of the Kenya national strategy for African Continental Free Trade Area.

15.119 To contribute to increasing intraregional investments, the component will help member States to attract higher levels of intraregional foreign direct investment, through analytical studies on such investment and competition rules and regulations. The work will be disseminated through a two-pronged approach – through convening regional representatives of the private sector (the East African Business Council and the COMESA Business Council) and investment promotion agencies in the subregion, in line with the objectives of the protocol on investment to the Agreement Establishing the African Continental Free Trade Area. This work will assist member States in achieving Goals 8 (targets 8.6 and 8.10) and 9 (targets 9.2 and 9.5) and is expected to result in the harmonization of investment regime and promotion strategies, making the region more competitive and attractive to intraregional investment. Past results in this area include the creation of the African Continental Free Trade Area, which promises to further boost intra-African investment.

15.120 To contribute to harnessing the blue economy, the component will provide technical support to member States, regional economic commissions and intergovernmental organizations in the subregion in the development of data collection and analytical tools on oceans and freshwater bodies, with a view to improving the formulation of policies on the blue economy. It will also carry out a socioeconomic assessment of aquatic and marine resources in collaboration with other divisions, including the African Centre for Statistics, IDEP and the ECA Technology, Climate Change, Environment and Natural Resources Management Division. The component will convene a subregional forum to raise awareness on the blue 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 targets 5.8, 6.5, 13.2, 14.7

and 17.14. Furthermore, it is expected to result in the incorporation in national frameworks of the subregion of blue economy policies, including deeper regional integration through the sustainable management of transboundary water resources and through the improved connectivity of land-linked countries. Past results in this area include the development of a national action plan on the blue economy by Seychelles. To enhance regional tourism, the component will develop guidelines for urban areas to position themselves as tourist destinations, 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 partnerships with the African Centre for Statistics, the World Tourism Organization and the World Bank. The component will seek the development of tourism satellite accounts in two countries and will hold consultative and validation meetings with relevant tourism bodies and regional economic communities. A focus will be placed on creating more employment opportunities for women and young people, and also on the development of cultural-based tourism products. This work will contribute to the progress of member States in achieving targets 5.5, 8.9, 11.4, 12.a and 12.b. Furthermore, it is expected to result in standardized methodologies for tourism data collection in the subregion. Past results in this area include development by the East African Community (EAC) of an international, intraregional and interregional tourism and marketing strategy and by the African Union of a continent-wide tourism strategy.

Planned results for 2021

Result 1: implementing the African Continental Free Trade Area: from vision to action in Eastern Africa (result carried over from 2020)

15.121 The subprogramme will continue the work related to the Agreement Establishing the African Continental Free Trade, in line with its mandate, and will assist countries in increasing their trade volumes, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 15.18
Performance measure

2017	2018	2019	2020	2021
N/A	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	Five member States will have ratified the Agreement Establishing the African Continental Free Trade Area and the share of intraregional trade will have increased by 1.8 per cent over the 2018 base year	Seven countries in the subregion with a positive service trade balance and eight ratifications of the Agreement Establishing the African Continental Free Trade Area

Abbreviation: N/A, not applicable.

Result 2: harnessing deeper regional integration in Africa (new result)

15.122 The component has provided assessments of the Agreement Establishing the African Continental Free Trade Area to support Governments and regional economic communities in achieving deeper regional integration. Several bottlenecks to implementation were identified for further work.

15.123 Accordingly, the component will tilt its interventions in support of the implementation of policy recommendations from previous work, focusing on strengthening the role of regional economic communities in the rapid implementation of the Agreement Establishing the African Continental Free Trade Area. Regional economic communities such as EAC are well advanced in terms of some dimensions of the deeper regional integration agenda. EAC, for instance, already has well elaborated policies on services trade and free movement. Thus far, however, the subregion has not implemented these policies well. To this end, the component will develop a comprehensive subregional programme focusing on the areas of trade in services, the emergence of regional value chains and the Protocol to the Treaty Establishing the African Economic Community relating to Free Movement of Persons, Right of Residence and Right of Establishment. The programme will have a mix of subcomponents to help in the crafting of sound policies, projects and strategic reforms at regional and national levels. This will require capacity-building and training measures for negotiators and related stakeholders, the conduct of studies, the provision of advisory policy and technical assistance to member States and regional economic commissions and the convening of high-level regional dialogues with policymakers and representatives of the private sector and civil society. This work will assist member States in making progress towards Goals 8 and 9, resulting in higher levels of intraregional trade in goods and services, and also in greater labour mobility within the subregion.

Internal challenge and response

15.124 The challenge for the component was that the results management framework was not developed to an extent sufficient to effectively support the ratification and implementation of the Agreement. In response, the component will offer increased technical and advisory support to member States to support the ratification and implementation of the Agreement through partnerships pursuant to the objectives of Goal 17 to strengthen collaboration for development. The component will also strengthen joint programming with other components and United Nations country teams for improved impact. External partnerships will be harnessed, notable among which is the partnership with TradeMark East Africa, the largest trade facilitation entity in the region.

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

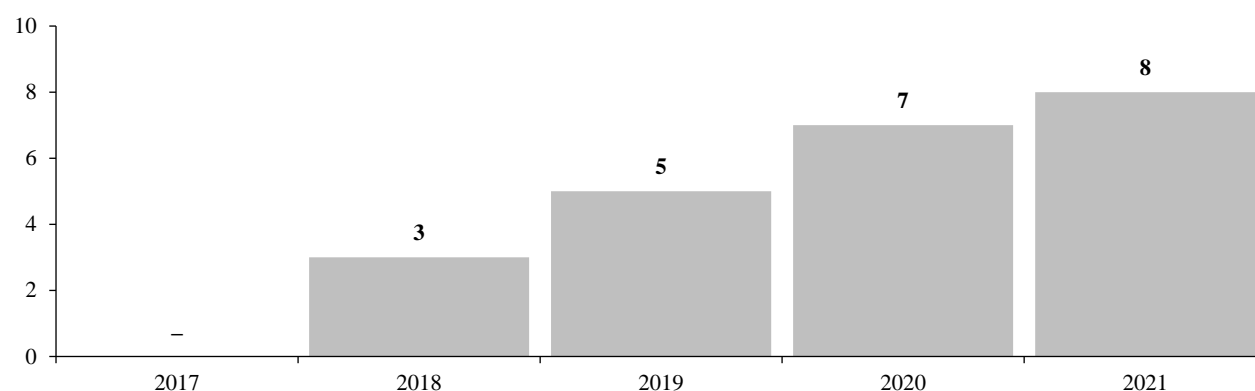
15.125 This work is expected to contribute to the achievement of deeper regional integration in Eastern Africa, by advancing the implementation of the African Continental Free Trade Area, which would be demonstrated by a total of eight ratifications in the region of the African Continental Free Trade Area in 2021, as compared to three in 2018. The subregion is expected to experience growth in both services and merchandise trade, and also in intraregional investment and, in addition to the increase in the ratifications of the Agreement Establishing the African Continental Free Trade Area, it is expected that the share of intraregional foreign direct investment within EAC will triple from the current 2.5 per cent of GDP in 2017⁹ to 7.5 per cent by the end of 2021. Further, it is expected that the intraregional trade share

⁹ Data from UNCTADStat.

within EAC will increase to 22 per cent by the end of 2021, compared to the baseline rate of 18.6 per cent in 2017, and that the number of countries in Eastern Africa with positive service trade balances will increase to seven by the end of 2021, from four in 2017.

Figure 15.XII

Performance measure: total number of ratifications of the Agreement Establishing the African Continental Free Trade Area over the period 2017–2021



Legislative mandates

15.126 The list below provides all mandates entrusted to the component.

General Assembly resolutions

61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	73/124	Oceans and the law of the sea
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Economic and Social Council resolutions

2011/43	Support to the Republic of South Sudan
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Economic Commission for Africa resolutions

867 (XLIII)	Assessment of progress on regional integration in Africa	917 (XLVII)	Country profiles
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Deliverables

15.127 Table 15.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.19

Subprogramme 7, component 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Documentation for the Intergovernmental Committee of Experts and Senior Officials (number of documents)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
2. Session of the Intergovernmental Committee of Experts and Senior Officials of the Subregional Office for East Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	1	2
3. Field and technical cooperation projects on trade in services and emergence of regional value chains	—	—	—	1
4. Project on sustainable tourism in East Africa	1	1	—	—
5. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
Seminars, workshops and training events (number of days)	15	16	18	10
6. Seminars on regional integration and trade in East Africa	9	9	9	5
7. Workshops on employment and inclusive growth: the contribution to the Sustainable Development Goals	3	—	—	—
8. Workshops on social cohesion in the context of open regionalism	3	—	—	1
9. Workshops on blue economy policy experiences from East Africa	—	6	3	2
10. Workshops on tourism satellite accounts in East Africa	—	1	3	1
11. Training event on strategies to enhance the services trade in East Africa	—	—	3	1
Publications (number of publications)	4	5	6	4
12. Subregional profile	1	1	1	1
13. Publication on the regional integration and implementation of the African Continental Free Trade Area in East Africa	1	1	1	1
14. Publication on the contribution of employment and inclusive growth to the attainment of the Sustainable Development Goals	1	—	—	—
15. Publication on social cohesion in the context of open regionalism	1	1	1	—
16. Publication on blue economy policy experiences from East Africa	—	1	1	1
17. Publication on tourism satellite accounts in East Africa	—	1	1	1
18. Publication on strategies to enhance the services trade in East Africa	—	—	1	—
Technical materials (number of materials)	3	3	3	3
19. Technical materials on priority socioeconomic development issues in Eastern Africa	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: on supporting inclusive growth, economic and social transformation, and the implantation of the African Continental Free Trade Area in Eastern Africa; subregional coordination mechanism for Eastern and Southern Africa as a subregional consultation forum to coordinate partners' efforts to implement and monitor the Sustainable Development Goals; stakeholder review meeting on blue economy socioeconomic assessment in Eastern Africa; validation meeting on the strategic policy framework for sustainable management of transboundary water resources in Eastern Africa.				
Databases and substantive digital materials: electronic briefs on major activities of the Subregional Office for East Africa (regional updates).				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, pamphlets, fact sheets, wallcharts and information kits.				
External and media relations: engagements with national and regional media outlets (written pieces and interviews).				
Digital platforms and multimedia content: web-based information site on the Subregional Office for Eastern Africa.				

Component 5

Subregional activities in Southern Africa

Objective

15.128 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

15.129 To contribute to strengthening subregional and national programmes and capacities to achieve inclusive industrialization, 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 UNIDO and FAO, in advancing regional and national industrialization priorities through the implementation of the SADC industrialization strategy and road map and its alignment with, and support for, national industrialization policies. This work will assist member States in making progress towards the achievement of targets 9.2 and 9.3. This work is expected to result in the implementation of the SADC industrialization strategy, which includes key initiatives on developing the regional industrial portal and which will serve as a one-stop online information portal for industrial enterprises that will increase investments, capital flows and collaborative business ventures in the subregion; the development of industrial clusters in selected member States as a pilot scheme; the elaboration of the regional mining vision and action plan to promote a mining-for-development approach for the region and member States. The component also plans to undertake policy research and analysis on industrialization, to provide technical assistance to member States, regional economic commissions 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 formulation of the new strategic vision for Southern Africa – Vision 2050 – and its 10-year regional strategic development plan (2020–2030). This work will contribute to the progress of member States towards the achievements of targets 9.2 and 9.3. In addition, it is expected to result in creating a better and enabling policy environment at the subregional and national levels for industrial development and strengthening the capacity of regional and national institutions in promoting industrialization in Southern Africa. Past results in this area include formulation of the long-term industrialization strategy and road map for SADC.

15.130 To contribute to strengthened regional and national programmes and capacities to reduce poverty and inequality in Southern Africa, the component will, in particular in the context of addressing the economic and social impacts of the COVID-19 pandemic, work with private sector development and intraregional trade as catalysts for industrialization and continue to forge partnerships with member States, regional entities and partners, including non-State entities of the private sector and civil society, to support the SADC Business Council, in particular in the conduct of the SADC Industrialization Week, to develop a regional strategy for micro, small and medium-sized enterprises and a collaborative regional programme on building the capacities of such enterprises with strategic partners such as SADC and the Southern Africa Trust. The collaborative programme for small and medium-sized enterprises will include initiatives on support for strengthening the associations of such enterprises through which they can share information and experience and reinforce their capacity; an initiative on creating market access for smallholder farmers and small producers; and regional private sector engagement for business-to-business interaction, public-private sector engagement and capacity enhancement for the private sector. 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. This work is expected to result in promoting private sector development, and intraregional trade, which will stimulate economic growth and increase entrepreneurial opportunities in particular for young people and women, essential for reducing poverty and inequality in member States and the subregion, thereby contributing to the progress of member States towards the attainment of targets 1.7, 10.2 and 10.3. Past results in this area include the adoption by SADC Heads of State and Government of a template on developing the capacities of micro, small and medium-sized enterprises in Southern Africa. Progress has also been made in the ratification of the Agreement Establishing the African Continental Free Trade Area in five member countries of the subregion, namely Eswatini, Mauritius, Namibia, South Africa and Zimbabwe, and in the development of African Continental Free Trade Area national strategies for Zambia and Zimbabwe.

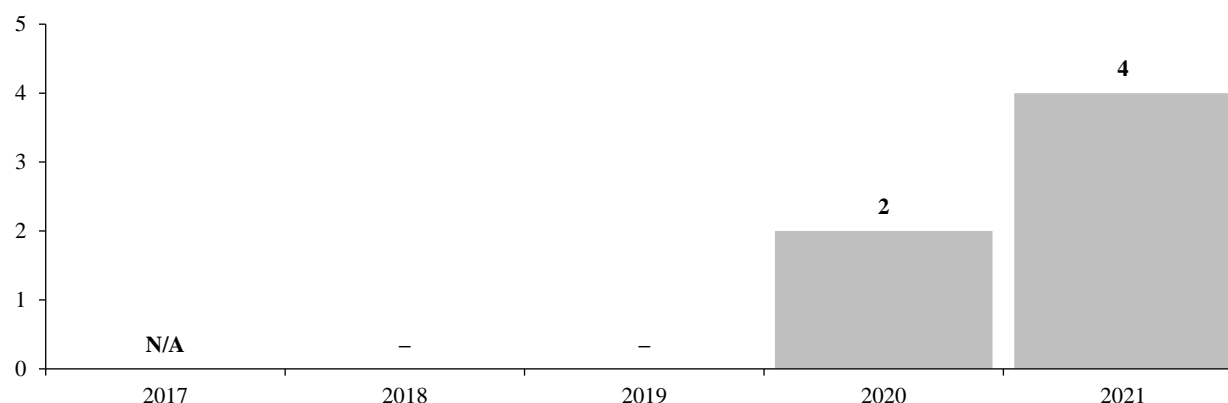
Planned results for 2021

Result 1: accelerating industrialization in Southern Africa (result carried over from 2020)

15.131 The subprogramme will continue the work related to industrialization by strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, in line with its mandate, and will assist countries in incorporating the SADC industrialization strategy and road map in their national frameworks, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.XIII

Performance measure: total number of Southern African countries that incorporate the SADC industrialization strategy and road map



Abbreviation: N/A, not applicable.

Result 2: from policy to action: deepening industrialization in Southern Africa (new result)

15.132 The component has been working in Southern Africa, strengthening the capacity of member States and regional economic commissions in the development of policies, strategies and programmes on inclusive industrialization. This work has led, among other outcomes, to the formulation and adoption, in 2015, of the SADC industrialization strategy and road map (2015–2063) and, in 2017, of its action plan (2015–2030); to the formulation and adoption of the SADC Regional Mining Vision in 2019; to the profiling and identification of regional value chains critical to the spurring of industrialization, which were finalized in 2019; to the development and adoption, in 2019, of the SADC Protocol on Industry; and to the development and adoption of the template for capacity development for micro, small and medium-sized enterprises in their role in industrialization. While the focus in the recent past has been on assisting SADC to develop regional policy frameworks on industrialization, the component has moved from policy to action, which is the implementation phase of those regional policies, frameworks and strategies. To this end, the component will continue to engage with member States in aligning their national industrial, trade and related policies with the SADC industrialization strategy and road map, implementing the profiling of regional value chains, promoting intraregional trade through the Agreement Establishing the African Continental Free Trade Area, supporting the private sector through the establishment and functioning of the SADC Business Council, working with the chambers of commerce and industry of member States in promoting private sector development, and developing a regional collaborative platform for the growth of micro, small and medium-sized enterprises, with such key milestones as the establishment and functioning of national and regional associations of small and medium scale enterprises and the strengthening of their capacity in cooperation with such partners as Oxfam, the Southern Africa Trust and the SADC secretariat.

Internal challenge and response

15.133 A challenge that the component faced in supporting the implementation of the regional policies was that it had not anticipated the high effort involved in the execution. The regional frameworks and programmes require considerable effort to operationalize; they have to be unpacked, elaborated and phased out for implementation with different projects and programmes, which requires long-term and

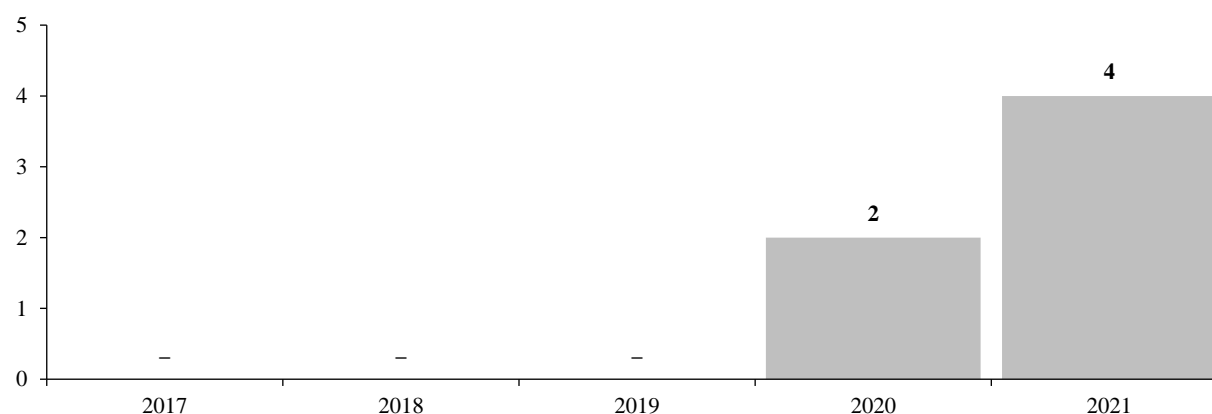
intensive commitments from ECA. Furthermore, the subprogramme was not always able to provide sufficient support and opportunities for countries to engage in national consultations on how to reap the benefits of the African Continental Free Trade Area. In response to this challenge, the component will work with the SADC secretariat on this issue, in the implementation phase of the regional industrialization strategy and framework. In addition, the component will provide further support to SADC and member States in the alignment of national industrial policies with the SADC industrialization strategy and road map and its related frameworks. Priority will be given to at least two of the five countries of focus in Southern Africa (Malawi, Namibia, South Africa, Zambia and Zimbabwe). Furthermore, the component will also continue to support member States in facilitating national consultations and awareness-raising on the African Continental Free Trade Area process, ratification of the Agreement Establishing the African Continental Free Trade Area, and the development of national strategies for the implementation of the Agreement with a view to fostering intraregional trade, a necessity for industrial growth.

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

15.134 This work is expected to contribute to strengthened subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, which would be demonstrated by four of the five countries of focus in the subregion (Malawi, Namibia, South Africa, Zambia and Zimbabwe) incorporating elements of the SADC industrialization strategies and road maps in their national frameworks. The work is also expected to enhance the policy environment conducive to fostering industrialization in at least two of the five countries of focus in Southern Africa.

Figure 15.XIV

Performance measure: total number of southern African countries that develop or align the SADC industrialization strategy and road map in national frameworks



Legislative mandates

15.135 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	61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
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Economic and Social Council resolutions

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

Economic Commission for Africa resolutions

874 (XLIII) Strengthening the subregional offices of the United Nations Economic Commission for Africa

928 (XLVIII) Implementing Agenda 2063: planning, mobilizing and financing for development

935 (XLVIII) Least developed countries in Africa

Deliverables

15.136 Table 15.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.20

Subprogramme 7, component 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports to the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	1	1	1	1
2. Annual report on the work of ECA in Southern Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
3. Session of the Intergovernmental Committee of Senior Officials and Experts of the Subregional Office for Southern Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
4. Field project on industrialization and regional integration	1	1	1	1
5. Fellowship programme for young African economists on inclusive industrialization	1	1	1	1
Seminars, workshops and training events (number of days)	5	5	5	5
6. Forum on regional integration in Southern Africa	3	3	3	3
7. Policy dialogue on economic development in Southern Africa	2	2	2	2
Publications (number of publications)	5	5	2	2
8. Publication on regional integration	1	1	1	1
9. Publication on industrialization	1	1	1	1
10. Country and STEPS profiles	3	3	—	—
Technical materials (number of materials)	2	2	2	2
11. Policy brief on industrialization and economic transformation in Southern Africa	1	1	1	1
12. Research paper on economic development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services provided, and technical knowledge shared, upon request by member States, regional economic communities and intergovernmental organizations on inclusive industrialization and regional integration.				
Databases and other substantive digital materials: database on economic and social statistics.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
D. Communication deliverables				
Outreach programmes, special events and information material: launch and dissemination of information on inclusive industrialization.				
Digital platforms and multimedia content: web-based information, social media platforms, communities of practice, newsletters and electronic briefs.				

Subprogramme 8

Economic development and planning

Objective

15.137 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

15.138 To contribute to strengthened development planning in African countries for structural transformation and sustainable development, 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 within the context and socioeconomic impact of the COVID-19 pandemic. It will promote peer-learning and collaboration among African development planners through a community of practice launched in 2019 and build on its outcomes and recommendations. It will provide wide access to knowledge on development planning through its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers which will be produced. Through cooperation with resident coordinator offices, internal partners (ECA subregional offices and divisions) and external partners (think tanks, academic institutions, the private sector and civil society), it will support the countries' capacity to monitor and evaluate implementation of the 2030 Agenda and Agenda 2063 using the integrated planning and reporting toolkit developed by ECA. This work will assist member States in making progress towards the achievement of Goals 8 and 17 and target 1.b of the Goals. Furthermore, the work is expected to result in an increased mass of development planners who are better informed and equipped to effect inclusive and COVID-19-responsive development planning processes in at least 10 countries, in support of structural transformation. Past results in this area include the attestation, through regular on-line monitoring and evaluation and impact evaluation, that to date as many as 38 African member States have employed the development planning tools and approaches gained from training received from the African Institute for Economic Development and Planning (IDEP), as the skills acquired have boosted the beneficiaries' analytical capabilities and contributed to sounder decision-making.

15.139 To contribute to the improved capacity of African countries to formulate and manage effective public-sector policies for structural transformation and sustainable development, in particular in the context of overcoming the socioeconomic impact of the COVID-19 pandemic, the subprogramme will continue delivering face-to-face and online training based on updated training content on economic and social policy formulation and management. It will foster knowledge generation through research

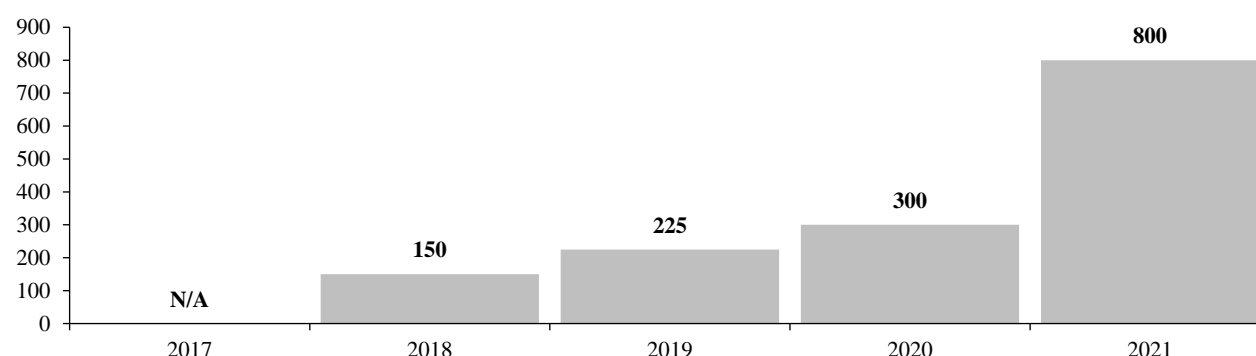
products and fellowship programmes, in addition to fostering cross-fertilization and knowledge-sharing through development seminars and high-level policy dialogues at which participants will deliberate on key economic, environmental and social policy issues. In 2021, special emphasis will be placed on mainstreaming youth-related issues in all relevant public policies through the identification of relevant courses in which youth-related content such as entrepreneurship, employment, green economy, innovation and digital transformation will be included. This is in addition to the continuous mainstreaming of gender in the subprogramme's activities. This work will further the progress of member States in achieving Goals 7 (targets 7.1, 7.2, 7.3 and 7.b), and 8 (targets 8.1–8.9). Furthermore, it is expected to result in an increased mass of officials and other stakeholders capable of more effectively formulating, managing and influencing at least 10 public policies. Past results in this area include the request by the Government of Mozambique to IDEP to organize a training of trainers course on the use of geographic information systems for spatial planning. The training benefited eight officials, including five women from five government departments. 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 ECA comparative advantages in such areas as trade and the African Continental Free Trade Area, macroeconomic models, the regional integration index and others. This is expected to result in the strengthened capacity of resident coordinator offices and enhanced cooperation with coordination teams and relevant United Nations entities. Furthermore, it is expected to result in more inclusive and holistic approaches to the formulation of development policies using ECA macroeconomic models. Past results in this area include the appropriation of the Agreement Establishing the African Continental Free Trade Area at the regional and national levels, with the support of IDEP, through the development of a research study for ECCAS and Cameroon that was presented in Yaoundé in September 2019.

Planned results for 2021

Result 1: strengthened capacity of member States to implement the 2030 Agenda for Sustainable Development and Agenda 2063 (result carried over from 2020)

15.140 The subprogramme will continue the work related to strengthening the capacity of African countries in development planning and improving their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 15.XV
Performance measure: number of female participants certified



Abbreviation: N/A, not applicable.

Result 2: improving public sector management and development planning (new result)

15.141 The subprogramme has been working on improving public sector management and development planning in support of member States' structural transformation. In 2021 it will continue to work globally on similar areas, as indicated by its objective, which 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. It will do so through the delivery of on-site, tailor-made and distance learning courses, research activities, and a knowledge platform. Given that Africa is a youthful continent, with 60 per cent of its population under the age of 25, particular emphasis will be placed on mainstreaming youth-related issues in all relevant courses and research programmes that relate to Goals 8 and 9.

Internal challenge and response

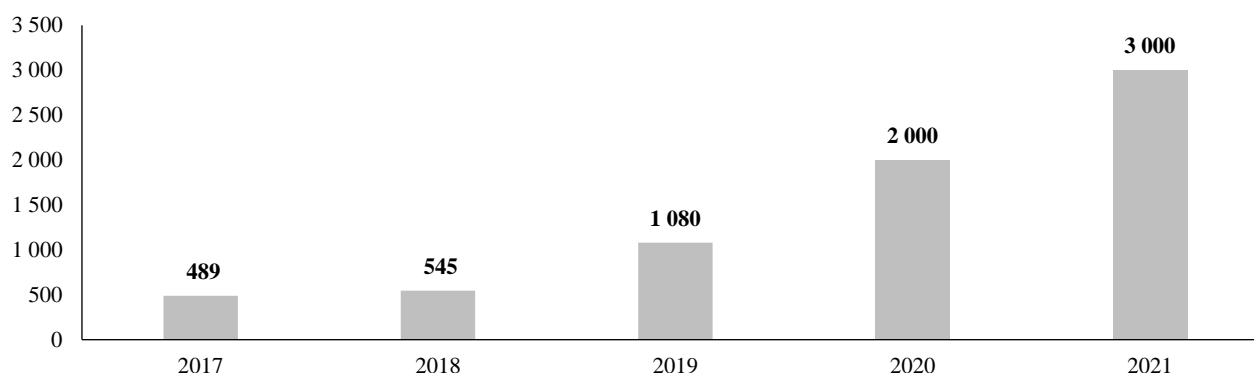
15.142 The challenge for the subprogramme was that its current working modalities were mainly reliant on on-site courses, and fall short of addressing the growing, increasingly more specific and sophisticated demands from African Governments and other stakeholders (civil society organizations, academic institutions, parliamentarians, private sector) for capacity development programmes in support of the realization of the 2030 Agenda and Agenda 2063. Furthermore, the on-site courses limited the attendance of an increasing number of women interested in participating in the programmes. The advent and socioeconomic impact of the COVID-19 pandemic will amplify these challenges. In response, the subprogramme will place stronger emphasis on digital learning courses to complement the IDEP on-site training offer and widen its reach across the continent. It is expected that digital learning will create opportunities for more women to participate. The subprogramme will also increase the number of tailor-made training events to meet countries' specific sustainable development needs and create a critical mass of national experts in priority sectors. In addition, the subprogramme will strengthen its partnership programme and rely more on collaboration with partners for joint delivery and cost-sharing of its capacity development programme. The subprogramme will employ various strategies, including positive discrimination, to remedy geographical imbalances across the five subregions of Africa, and encourage Governments to nominate more women to its training events.

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

15.143 This work is expected to contribute to countries' strengthened development planning and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development, which would be demonstrated by 3,000 trainees having increased their knowledge and skills through IDEP training for public policy formulation. In addition, 70 per cent of trainees attest that their knowledge and skills for effective public policies formulation, monitoring and evaluation have improved and 40 per cent attest to having made use of the knowledge acquired from IDEP training and research activities to influence policy. Particular attention will throughout be given to the participation of women and addressing the priorities defined by countries in the context of COVID-19. In addition, a minimum of 20 per cent of the trainees report that they have included a youth dimension in relevant policies in which they are involved.

Figure 15.XVI

Performance measure: number of trainees acquiring knowledge and skills through IDEP training for public policy formulation

**Legislative mandates**

15.144 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

Economic and Social Council resolutions

2011/13	African Institute for Economic Development and Planning	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

15.145 Table 15.21 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.21

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports 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
Substantive services for meetings (number of three-hour meetings)	8	1	8	4
2. Statutory meetings of the IDEP Governing Council	4	1	4	2
3. Meetings of the Technical Advisory Committee of the IDEP Governing Council	4	–	4	2
Conference and secretariat services for meetings (number of three-hour meetings)	8	1	8	4
4. Meetings of the IDEP Governing Council	4	1	4	2
5. Meetings of the Technical Advisory Committee of the IDEP Governing Council	4	–	4	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	36	44	66	60
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	23	5	25	15
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	–	15	–	10
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, blended or webinars to build the capacity of middle and senior-level public officials from African countries	10	20	40	30
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	2	3	–	4
Seminars, workshops and training events (number of days)	23	13	27	16
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	11	7	12	10
12. Curriculum development workshops gathering experts to develop new training courses addressing the deduced and expressed capacity development needs of member States	12	6	15	6
Publications (number of publications)	2	2	2	2
13. Publications on economic management and development planning	2	2	2	2
Technical materials (number of materials)	40	43	45	45
14. Studies and policy briefs on economic management and development planning	35	37	35	35
15. Knowledge materials on development planning and economic management for use in self-paced distance learning uploaded to classified knowledge repositories	5	6	10	10

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: needs assessments and advisory services to member States and 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 ECA divisions and subregional offices and the United Nations system; high-level policy dialogues attended by policy officials from member States, private sector representatives, and subject-matter experts to debate various issues pertaining to Africa economic development and planning with emphasis on those related to the 2030 Agenda.

Databases and substantive digital materials: coordination of communities of practice for African development planners.

D. Communication deliverables

Outreach programmes, special events and information materials: information kit for IDEP comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.

Library services: acquisition of and subscriptions to books, journals and other library materials on economic management and development planning in French and English.

Subprogramme 9 Poverty, inequality and social policy

Objective

15.146 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

15.147 To contribute to the eradication of extreme poverty and reduction of inequality, given the human capital requirements for inclusive growth, the subprogramme will foster member States' strategies and policies on social investments with a focus on increased budgetary allocation, quality of spending and monitoring of social investments. The subprogramme will analyse social spending targets by member States, assess their cost efficiency and enable better tracking of spending through innovative digital support systems, and also through peer learning and information sharing and best practices on social investments. The analysis will provide policy options towards national policy formulation, reformulation and implementation on social investments. This work is expected to result in a reduction of the vulnerable proportion of the population, thus assisting member States in making progress against indicator 1.3.1, and increased health access for women and adolescents in member States, in line with indicators 3.7.1 and 3.7.2 of the Goals. To improve policy uptake, the project will be presented to national policymakers and all stakeholders within the countries with the engagement of the United Nations regional coordinators, in support of United Nations programmes and strategies at the country level. This is expected to result in a cost estimate of what is required to achieve the goals of the 2030 Agenda related to social sectors, as requested in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. Past results in this area include the reformulation of social investments in Mozambique and the strong recognition of social investments as an instrument for poverty reduction in the national development plan of Mauritania.

15.148 To contribute to member States' improved policies and strategies for social investments and productive urban job creation, and given that the population of Africa

is becoming predominantly urban and youthful without an adequate supply of productive jobs, the subprogramme will continue to promote the prioritization of urban job creation through the development of urban strategies and investment frameworks for national development and industrialization plans, in line with target 11.a of the Goals. The subprogramme also plans to provide technical assistance and promote regional policy learning and dialogue on the benefits of planned and managed urbanization and structural transformation. 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 United Cities and Local Government for Africa and is expected to result in the improved targeting of urban job-creating economic sectors such as industry and tradeable services; satisfying urban consumption demands through domestic production; and increasing investments in urban areas. Past results in this area include the reformulation of the Ugandan national urban policy and the seventh Zambian national development plan and the development of a new industrial development and economic diversification master plan for Chad.

Planned results for 2021

Result 1: international migration in Africa (result carried over from 2020)

15.149 The subprogramme will continue the work related to international migration, in line with its mandate, and will build the capacity of countries to develop policies on international migration, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 15.22
Performance measure

2017	2018	2019	2020	2021
Member States start discussions and consultations among themselves and with local officials, civil society representatives and migrants to develop a global compact for safe, orderly and regular migration following the adoption by the General Assembly of the New York Declaration for Refugees and Migrants	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 five member States (Ethiopia, Mali, Morocco, Nigeria and Zimbabwe), which deepens the previous analysis carried out in these countries	Strengthened capacities, and development and increased knowledge on international migration among 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

**Result 2: adoption of urban frameworks for urban job creation in Africa
(new result)**

15.150 The subprogramme has been working on strengthening urbanization in national development and economic sector planning in Africa. This work has reinforced the urban component in a new generation of national development and industrial plans in Chad, Ethiopia and Uganda. Specifically, the subprogramme has assessed national and industrial plans from an urban perspective, strengthened the skills and knowledge of 200 national policymakers in mainstreaming urbanization in national development planning, taking advantage of its innovative policy toolkit; and supported the formulation of urban strategies and investment frameworks with ministries in charge of national development planning, urban development and industry. The subprogramme was, however, not always able to make policymakers aware or to persuade them of the need to prioritize urban job creation in national development and economic sector plans, strategies and investments.

Internal challenge and response

15.151 The challenge for the subprogramme was to conduct more analysis in the area of productive urban jobs across the rural-urban continuum, with a specific focus on urban job creation, targeting such areas as industry and tradeable services, including urban-rural linkages; improving the productive potential of urban areas; and guiding development of the national spatial system for long-term prosperity. In response, the subprogramme will work with member States to further intensify the focus on urban job creation through national development and economic sector plans. This is expected to be accomplished through technical assistance in support of the formulation of national urban strategies and investment frameworks to feed into national development and industrial planning; conduct of national and online training workshops on urban job creation in national development and industrial planning; and regional policy dialogue and exchange among national experts. This work will assist member States in making progress towards the achievement of targets 1.1, 8.5 and 11.a of the Goals.

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

15.152 This work is expected to contribute to the eradication of extreme poverty and reduction of inequality through member States' improved policies and strategies for productive urban job creation, which would be demonstrated by the formulation of an urban strategy and investment framework for national development planning which is expected to lead to a strengthened focus on urban investments for industrialization.

Table 15.23
Performance measure

2017	2018	2019	2020	2021
Countries recognize the role of cities in structural transformation in the New Urban Agenda	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	Capacities to harness urbanization for structural transformation enhanced	Formulation of an urban strategy and investment framework for national development planning

Legislative mandates

15.153 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	71/237	International migration and development
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	71/256	New Urban Agenda;
70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)	72/144	Follow-up to the Second World Assembly on Ageing
71/162	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	72/146	Policies and programmes involving youth

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

748 (XXVIII)	Population, family and sustainable development	940 (XLIX)	International migration in Africa.
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa		

Deliverables

15.154 Table 15.24 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 15.24

Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	—	1
1. Report to the Committee on Gender and Social Development on the work of the subprogramme	1	1	—	1
2. Report on harmonized implementation, monitoring and reporting framework on the New Urban Agenda in Africa to the African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	1	1	—	—
Substantive services for meetings (number of three-hour meetings)	4	4	—	4
3. Meetings of the Committee on Gender and Social Development on the work of the subprogramme	4	4	—	4

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	5	2
4. Projects on urbanization and development to build the capacity of national policymakers	—	—	2	1
5. Projects on social policy in Africa to enhance the capacities of policymakers in selected countries	—	—	2	1
6. 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	—
7. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	1	1	—	—
Seminars, workshops and training events (number of days)	—	—	10	12
8. Workshops on urbanization and development to build the policy capacity of member States	—	—	4	6
9. Capacity-building workshops on social policy for policymakers in selected countries	—	—	5	6
10. High-level policy dialogue on the synergy between the economic and social development programmes of Africa and its peace and security agenda	—	—	1	—
Publications (number of publications)	4	4	4	4
11. Youth bulge and employment opportunities in urban areas of Africa	1	—	—	—
12. Report on monitoring social investments in Africa	1	1	—	—
13. Africa Social Development Report	1	1	—	1
14. Report on the state of urbanization in Africa for evidence-based policymaking	1	1	1	1
15. Report on implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	—	1	—	—
16. Report on strategies to reduce the poverty gap in Africa	—	—	1	1
17. Africa Human Security Index report	—	—	1	—
18. Report on international migration in Africa	—	—	1	—
19. Africa migration report	—	—	—	1
Technical materials (number of materials)	3	3	5	2
20. Manual on improved monitoring of social investments in Africa	1	1	—	—
21. Policy brief on the missing middle: what the data from five African countries say on social protection for labour	1	1	—	—
22. Manual on the integration of the demographic dividend into national and sectoral plans	1	1	—	—
23. Policy briefs on urbanization to raise awareness of African policymakers	—	—	2	1
24. Policy briefs on scaling up the monitoring of social investments in Africa: report in two countries	—	—	2	—
25. Policy brief on security and development in Africa	—	—	1	—
26. Policy brief on poverty and inequality	—	—	—	1
C. Substantive deliverables				
Consultation, advice and advocacy: dissemination of knowledge products and improved data and statistics for evidence-based policies, strategies and investments; technical assistance for improved capacities in policy formulation, implementation and monitoring; policy dialogues for enhanced policy learning and exchange at national and regional scales.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
D. Communication deliverables				
Outreach programmes, special events, and information materials: flyers, brochures and advocacy materials on the work of the subprogramme; special events on urbanization and the growth and transformation of Africa at relevant global and regional events; webinars and online seminars on urbanization in Africa.				
External and media relations: press and media communication on the role of cities and social policy in Africa's development.				
Digital platforms and multimedia content: online databases and knowledge platforms for peer sharing.				

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. Its 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.

16.2 The work carried out by ESCAP is geared towards leveraging regional cooperation to accelerate action to deliver on the Sustainable Development Goals, in particular in the following four nexus areas: (a) population dynamics, poverty and inequality; (b) sustainable economy and financing for development, including trade and investment; (c) sustainable connectivity, including transport, energy and information and communications technology (ICT) infrastructure and trade facilitation; and (d) the environment, climate change and disaster risk reduction. In view of the coronavirus disease 2019 (COVID-19) pandemic, which has adversely affected many ESCAP member States, the secretariat will reflect an analysis of the socioeconomic impacts and responses on all areas of its work.

16.3 Data and statistics and science, technology and innovation remain key means of implementation for the 2030 Agenda in the region. Strengthening engagement with subregional organizations and development partners is a critical strategic approach for ESCAP in implementing its programme. ESCAP support is aimed at developing the capacity of Governments to formulate and implement policies for sustainable development. 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 2021

16.4 More than half of the members and associate members of ESCAP are categorized as least developed, landlocked or small island developing States. ESCAP has been providing focused support to those countries in implementing their respective programmes of action, in particular through its subprogramme 1 and subprogramme 8. For example, in its *Asia-Pacific Countries with Special Needs Development Report 2019: Structural Transformation and Its Role in Reducing Poverty*, ESCAP examined the impact of structural transformation on poverty reduction. In a separate report, it examined the linkage between structural transformation, poverty reduction and financing for development in landlocked developing countries. Those knowledge products were used in policy dialogues and capacity-building activities in preparation for graduation from least developed country status. ESCAP has been collaborating with United Nations entities at the regional and global levels, including as a member

of the inter-agency task force on graduation and smooth transition for least developed countries.

16.5 To support accelerated implementation of the 2030 Agenda and the Sustainable Development Goals by least developed countries, landlocked developing countries and small island developing States in a more concerted and coordinated manner, ESCAP is elevating the coordination of this work under the Office of the Executive Secretary. Having the work on least developed countries, landlocked developing countries and small island developing States directly overseen by the Executive Secretary will allow for more focused, coordinated and visible planning and reporting of this important work of the programme, especially with regard to tackling the added burden brought about by the COVID-19 pandemic. The new section on countries in special situations will continue to deliver on existing mandates and to strengthen coordination across the subprogrammes, in particular with the subregional offices. This change is expected to result in strengthened support in mitigating the socioeconomic impact of the COVID-19 pandemic, to countries that need it most, to ensure that the region makes progress in implementing the 2030 Agenda.

16.6 In 2021, ESCAP will 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 called for a decade of action and delivery of sustainable development. At the regional level, the regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific, endorsed by the Commission in its resolution 73/9, is the reference framework. In line with its mandates and the guidance from member States, ESCAP will make further efforts in leveraging its sectoral expertise to contribute to the four nexus areas mentioned in paragraph 16.2 above and mainstream data and statistics and science, technology and innovation in the implementation of the 2030 Agenda.

16.7 ESCAP will orient its policy-focused research to inform decisions across the three dimensions of sustainable development, namely, the economic, social and environmental spheres. To enhance its research, analysis and knowledge development, especially on emerging issues, ESCAP will build on the examples of long-standing expert networks, such as the Asia-Pacific Research and Training Network on Trade and the Regional Space Applications Programme for Sustainable Development. ESCAP research products will inform intergovernmental deliberations and capacity development initiatives. To strengthen and enrich its research and analysis, ESCAP will continue to work closely with think tanks in the region.

16.8 As the most inclusive intergovernmental platform in Asia and the Pacific, 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. The Commission's intergovernmental frameworks are based on research and analysis on emerging and critical issues conducted by its secretariat. Those intergovernmental frameworks, initiatives and agreements, whether generated by global processes, as in the case of the Beijing Declaration and Platform for Action, or at the regional level, such as the Declaration on Navigating Policy with Data to Leave No One Behind, act as enablers for the achievement of the Sustainable Development Goals by member States. For example, in 2021, the programme will work towards developing a modality for strengthening regional cooperation on social protection, in collaboration with other United Nations entities.

16.9 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 in such areas as macroeconomic policy and financing for development, sustainable infrastructure connectivity and trade facilitation, technology, the management of natural resources, sustainable urban development, disaster risk reduction and resilience, social development, statistics and energy. 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 guided by regionally agreed priorities. 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.

16.10 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 and review of the 2030 Agenda. In this context, the development of a larger interface continues to be under way with the private corporate sector, building on the experience of the ESCAP Sustainable Business Network. ESCAP has also institutionalized a coordinating network of major groups to support its work on the follow-up and review of the 2030 Agenda. Support provided by ESCAP to its member States in the follow-up 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 2019 to the high-level political forum on sustainable development. In 2021, ESCAP and its partners will continue:

- (a) To convene the annual Asia-Pacific Forum on Sustainable Development, as the premier multi-stakeholder platform for follow-up and review in the region, to discuss regional priorities and needs for achieving sustainable development;
- (b) To prepare annual progress reports on the achievement of the Sustainable Development Goals and develop policy recommendations to accelerate progress in the region;
- (c) To 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.

16.11 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) National Governments maintain and strengthen their commitment to the Commission, as the principal platform in Asia and the Pacific for leveraging regional cooperation to meet transboundary and common challenges;
- (b) National Governments continue to provide development data and other relevant information for the implementation of existing global and regional frameworks;
- (c) Restrictions in the movement of people, goods and services due to the COVID-19 pandemic are sufficiently alleviated;
- (d) Extrabudgetary funding for technical cooperation continues to be available.

16.12 ESCAP incorporates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, gender is a thematic area for subprogrammes 6 and 7. In the 2021 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 respective frameworks. The delivery of results on gender-related Sustainable Development Goals and the mainstreaming of gender in programmatic work will be guided by the ESCAP gender equality policy and an implementation plan (2019–2023). Similar initiatives are in progress for disability inclusion.

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

16.14 With regard to inter-agency coordination and liaison, ESCAP will continue to play a leading role in coordinating regional United Nations development system entities, in particular as the co-convenor of the mandated regional coordination platform and associated working groups, in collaboration with the Development Coordination Office. Together with the other regional commissions, ESCAP will promote interregional cooperation for inclusive, resilient and sustainable development and ensure that regional perspectives effectively influence global policy processes and that global policies are effectively translated into regional processes.

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

Legislative mandates

16.16 The list below, provides all mandates entrusted to the programme.

General Assembly resolutions

61/16	Strengthening of the Economic and Social Council	69/288	Comprehensive review of United Nations system support for small island developing States
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
66/288	The future we want		
67/10	Cooperation between the United Nations and the Eurasian Economic Community	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	70/192	Follow-up to the International Conference on Financing for Development
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	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
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	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	74/19	Oceans and the law of the sea
		74/120	Promoting social integration through social inclusion
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	74/152	The right to development
		74/215	Agricultural technology for sustainable development
73/133	Graduation of countries from the least developed country category	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
73/135	Cooperation between the United Nations and the Organization of Islamic Cooperation		
73/163	Human rights and extreme poverty	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
73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners		
73/259	Cooperation between the United Nations and the Association of Southeast Asian Nations	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
73/330	Cooperation between the United Nations and the Economic Cooperation Organization		
73/332	Cooperation between the United Nations and the Pacific Islands Forum	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
73/334	Cooperation between the United Nations and the Shanghai Cooperation Organization	74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
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	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
		74/235	Women in development
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	74/238	Operational activities for development of the United Nations system
		74/239	South-South cooperation
74/9	The situation in Afghanistan	74/242	Agriculture development, food security and nutrition
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	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system

Economic and Social Council resolutions

37 (IV)	Economic Commission for Asia and the Far East	2016/11	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
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”	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
		2018/25	Transition of the Centre for Alleviation of Poverty through Sustainable Agriculture to an intergovernmental organization outside the United Nations system
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields		
2014/11	Follow-up to the International Conference on Financing for Development	2019/2	Mainstreaming a gender perspective into all policies and 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	2019/3	Programme of Action for the Least Developed Countries for the Decade 2011–2020

2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies	2019/27	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2019/8	Report of the Committee for Development Policy on its twenty-first session		
2019/15	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Commission for Asia and the Pacific resolutions

66/1	Incheon Declaration	71/4	Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region	72/6	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
66/15	Strengthening of the evaluation function of the secretariat of the Commission	72/8	Fostering regional cooperation and partnerships to respond to the climate change challenge 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	73/1	A conference structure of the Commission aligned with the 2030 Agenda for Sustainable Development
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	Supporting the smooth transition of the least developed countries in Asia and the Pacific towards a sustainable graduation
70/1	Implementation of the Bangkok Declaration on Regional Economic Cooperation and Integration in Asia and the Pacific	74/10	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
70/10	Implementation of the Bangkok Declaration of the Asia-Pacific region on the United Nations Development Agenda beyond 2015	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
71/1	Restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda	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
71/2	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 in Asia and the Pacific	75/3	Advancing partnerships within and across regions for the sustainable development of Asia and the Pacific
71/3	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024		

Deliverables

16.17 Table 16.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 16.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	2	2
1. Reports for ESCAP	1	1	1	1
2. Reports for the Asia-Pacific Forum on Sustainable Development	1	2	1	1
Substantive services for meetings (number of three-hour meetings)	29	29	23	34
3. Meeting of the Asia-Pacific Forum on Sustainable Development	6	6	6	6
4. Meetings of the Commission	10	10	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	4	4	—	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. Meeting of the Committee for Programme and Coordination	1	1	1	1
11. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
12. Meeting of the Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	—	1
13. 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
Seminars, workshops and training events (number of days)	1.5	6	3	7
14. Subregional workshops on priorities of the programmes of action for least developed countries, landlocked developing countries and small island developing States	1	5	2	4
15. Policy dialogues based on the <i>Asia-Pacific Countries with Special Needs Development Report</i>	0.5	1	1	3
Publications (number of publications)	3	3	4	3
16. ESCAP theme study	1	1	1	1
17. <i>Asia-Pacific Countries with Special Needs Development Report</i>	1	1	1	1
18. Publications on the implementation of the 2030 Agenda	1	1	2	1
Technical materials (number of materials)	3	5	3	4
19. Documents on issues relevant to Asia-Pacific least developed countries, landlocked developing countries and small island developing States	3	5	3	4
C. Substantive deliverables				
Databases and substantive digital materials: Asia-Pacific Sustainable Development Goal partnership data portal; and substantive blog posts for the ESCAP website.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: observance of United Nations international days, including United Nations Day; press interviews for major publications and events; and outreach activities upon demand for the general public, including for academic organizations.

External and media relations: press releases and op-ed articles on the work and activities of the framework.

Digital platforms and multimedia content: Sustainable Development Goals help desk; 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

16.18 The following self-evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Self-evaluation of the Centre for Sustainable Agricultural Mechanization;
- (b) Self-evaluation of the Statistical Institute for Asia and the Pacific.

16.19 The findings of the self-evaluations referenced in paragraph 16.18 have been taken into account for the programme plan for 2021. For example, it was recommended that the Centre for Sustainable Agricultural Mechanization ensure that relevant targets under Sustainable Development Goals 2, 12, 13, 15 and 17 be taken into account in planning and designing deliverables, including an e-learning platform. Relevant targets under those Goals have been included in the new five-year development strategy of the Centre for the period 2020–2024, which was endorsed by the Centre's Governing Council at its fifteenth session. Under subprogramme 4 of the programme plan for 2021, those targets will be addressed through technical cooperation projects (deliverable 13), workshops (deliverables 16, 17 and 19) and technical materials (deliverables 27 and 28). The Centre will also utilize the ESCAP e-learning platform to support training on sustainable agricultural mechanization, which will assist member States in making progress towards achieving the relevant Sustainable Development Goal targets. In the case of the Statistical Institute for Asia and the Pacific, the self-evaluation led to the recommendation that ESCAP further develop the approach to e-learning, making e-courses more attractive to users and providing enhanced opportunities for interaction across participants and sharing of information. That recommendation was addressed in the strategic plan of the Institute for the period 2020–2024, which was endorsed by the Institute's Governing Council at its fifteenth session. The plan contains the following proposed actions, which will be incorporated into the implementation of the work of subprogramme 7:

- (a) Develop a range of e-learning modalities (blended learning, flipped classroom, mobile learning, microlearning) geared towards different ways of learning, including moderated and non-moderated forms of learning, making use of a diverse set of ways to transfer information;
- (b) Expand e-learning beyond technical statistical topics to include issues pertaining to the governance and management of national statistical offices, as well as to provide the communication, coordination and negotiation skills needed for statisticians to work with other parts of Government and with non-governmental stakeholders in data gathering, dissemination and use;
- (c) Further develop blended courses to ensure that trainees have similar starting level of knowledge for face-to-face courses;

(d) Increase the use of online forums for both trainees and alumni to interact, share experiences and learning and become part of an online community of statistics practitioners;

(e) Make support available through online communication, e-mail or other means and provide opportunities for peer support;

(f) Adopt and continuously update a modern learning management system and related infrastructure for e-learning;

(g) Review and further develop the current distance learning content, together, where feasible, with partners that have relevant expertise;

(h) Introduce a system for conducting webinars during the course of delivery of an e-learning programme.

16.20 The following self-evaluations are planned for 2021:

(a) Self-evaluation of subprogramme 3, on transport, with a focus on the Regional Action Programme for Sustainable Transport Connectivity;

(b) Self-evaluation of subprogramme 4, on environment and development.

Programme of work

Subprogramme 1

Macroeconomic policy, poverty reduction and financing for development

Objective

16.21 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

16.22 To contribute to the strengthened capacity of member States to achieve stable, inclusive and sustainable economic development in Asia and the Pacific, the subprogramme will continue to promote 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. Particular attention will be paid to the impact of the COVID-19 pandemic, which may significantly reverse development gains achieved to date in the region.

16.23 Such a transition requires holistic policy considerations and coordinated policy actions on three fronts: (a) economic stability, namely, strong and steady macroeconomic performance; (b) inclusiveness, namely, a more equal sharing of the benefits of economic development; and (c) sustainability, namely, the achievement of balance between the environment and economic expansion, so that the livelihood and development opportunities of future generations are not adversely affected.

16.24 The subprogramme will therefore endeavour to advance the policies and potential pathways for the transition towards stable, inclusive and sustainable economic development. This aim will be pursued through three main channels: research and knowledge products; capacity-building; 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* book series, policy papers and other research products, which shows that an almost exclusive focus on economic growth does not fully address a myriad of sustainable development challenges, such as the persistence of poverty, rising inequalities and environmental degradation. It will also continue to explore holistic approaches and strategies to mainstream the Sustainable Development Goals into economic policymaking. The subprogramme will examine the role of macroeconomic policies, in particular fiscal policy, and regional cooperation in dealing with such shocks as the COVID-19 pandemic, with a view to making the region more resilient. It will also analyse the implications of policies for macrodynamics down the line, such as on debt. In terms of capacity-building, the subprogramme will strengthen the links between its research workshops and its technical assistance workshops and will work with member States in order to develop economic policies and financing strategies aimed at transforming economies so as to achieve stable, inclusive and sustainable economic development. It will also enhance 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. On policy advocacy through intergovernmental mechanisms, the subprogramme will support its main intergovernmental platform, the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development, by working closely with member States on key economic policy and financing issues that could facilitate the envisaged economic transformation. It will also leverage other existing platforms, such as the annual session of the Commission and the Asia-Pacific Forum on Sustainable Development, for policy advocacy, consensus-building and collective actions by countries in the Asia-Pacific region on pertinent policy issues. These activities are expected to result in an improved understanding of the impact of economic policies on sustainable development, the enhanced capacity of policymakers to mainstream and align economic policies and financing strategies with sustainable development objectives and a greater ability to mobilize and allocate financial resources for sustainable development. Past results in this area include the availability of estimates of financing requirements to implement the Sustainable Development Goals and the increased capacity of member States to develop public-private partnership projects and associated financing strategies for their infrastructure development.

16.25 By highlighting the need to transform economies to meet the aspirations of the 2030 Agenda and suggesting economic policies and financing strategies to undertake that transformation, the subprogramme will directly contribute to member State efforts towards achieving Sustainable Development Goals 1 (no poverty), 8 (decent work and economic growth), 9 (industry, innovation and infrastructure), 10 (reduce inequalities), 12 (responsible consumption and production) and 17 (partnerships for the Goals).

16.26 The subprogramme will build on its existing and extensive cooperation with multilateral organizations and Asia-Pacific think tanks to advance economic and sustainable development policy research and promote regional policy dialogue and advocacy. 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. Since 2017, the subprogramme has collaborated with more than 10 multilateral organizations on policy research and capacity-building activities. Expected main partners for 2021 include the Asian Development Bank and its Institute, the Association of Southeast Asian Nations, the Department of Economic and Social Affairs of the Secretariat, the United Nations Capital Development Fund, the United Nations Development Programme, the United Nations Children's Fund, the Sustainable Development Solutions Network, the World Bank and the Organization for Economic Cooperation and Development, as well as leading regional and national think tanks.

Planned results for 2021

Result 1: enhanced understanding of financing needs and strategies for the implementation of the Sustainable Development Goals (result carried over from 2020)

16.27 The subprogramme will continue the work related to achieving stable, inclusive and sustainable economic development, in line with its mandate, and will assist countries in taking policy initiatives towards this objective, including through financing for development in accordance with their specific circumstances, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.2
Performance measure

2017	2018	2019	2020	2021
N/A	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 at least five 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

Abbreviation: N/A, not applicable.

Result 2: Asia-Pacific countries take action to transform their economies for sustainable development (new result)

16.28 Considerable groundwork was already laid in 2017 and 2018 in terms of analysing the challenges, such as the persistence of poverty, rising inequalities and environmental degradation, of an unbalanced approach to development that places insufficient emphasis on the social and environmental aspects of sustainable development. The subprogramme also examined various economic policy options and financing strategies and engaged with member States regarding ways to implement them, so that the necessary transformation of economies could take place.

16.29 Building on that work, in 2019, the subprogramme provided a systematic assessment of investment needs for achieving the Sustainable Development Goals in the Asia-Pacific region and analysed the necessary policy interventions and financing strategies. Knowing the investment requirements for all Goals is an important first step in developing holistic and integrated approaches to economic policymaking that can facilitate the necessary economic transformation.

16.30 The 2020 programme plan was focused on translating the transformative vision and supportive research into implementable economic policies at the country level. For that purpose, the plan adopted a focused and country-specific approach that provided policy suggestions tailored to the specific circumstances and requirements of member States. This targeted approach is particularly useful in addressing the diverse

circumstances affecting least developed countries, landlocked developing countries and small island developing States.

Internal challenge and response

16.31 The challenge for the subprogramme was that the transformation towards sustainable and inclusive economies and the alignment of economic policies and national economic systems with the ambitions of the 2030 Agenda requires holistic consideration beyond the economic aspects, to take into account social-environmental implications. Another challenge lay in the need to operationalize related economic policies through adjustments to fiscal frameworks, financial systems and related institutional arrangements. In the process of transformation, new policy trade-offs will also inevitably emerge and need to be analysed before policies can be implemented.

16.32 In response, for 2021, the subprogramme will broaden the scope of its research and technical assistance workshops and work with member States to develop policy-relevant knowledge products that can facilitate the transformation of economies according to the ambitions of the 2030 Agenda. The focus will be broadened from research and capacity-building on immediate economic and financial policies to research and capacity-building on the underlying transitions and adjustments that need to be made in fiscal frameworks, financial systems and institutional arrangements to facilitate the transformation.

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

16.33 This work is expected to contribute to the strengthened capacity of member States to achieve stable, inclusive and sustainable economic development in Asia and the Pacific and identify, formulate and implement policies to transform their economies in a manner that is consistent with the ambitions of the 2030 Agenda, and to mainstream the Sustainable Development Goals into various aspects of economic policymaking. This would be demonstrated by at least five member States taking policy action aimed at transforming their economies according to the ambitions of the 2030 Agenda, informed by knowledge products prepared under the subprogramme.

Table 16.3
Performance measure

2017	2018	2019	2020	2021
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	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	The process to design economic policies and implement financing strategies for the implementation of the 2030 Agenda, informed by knowledge products prepared under the subprogramme, started by at least five member States	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

Legislative mandates

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

General Assembly resolutions

74/202	International financial system and development	74/205	Financial inclusion for sustainable development
74/203	External debt sustainability and development	74/231	Development cooperation with middle-income countries

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

16.35 Table 16.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.4

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	6	1	4
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	1	5	—	3
Substantive services for meetings (number of three-hour meetings)	14	18	8	14
3. Meetings of the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	6	6	—	6
4. Regional dialogues on issues related to financing for development	4	4	—	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. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	5	1	1
7. Projects on selected economic policy and financing for development issues	1	5	1	1
Seminars, workshops and training events (number of days)	0.5	6	6	7
8. Economic and Social Council side event on financing for development	—	1	1	1
9. Policy-focused discussion 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	0.5	5	5	6
Publications (number of publications)	4	4	1	4
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	1	—	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
12. <i>Asia-Pacific Sustainable Development Journal</i>	2	2	–	2
Technical materials (number of materials)	3	24	11	14
13. Knowledge products on economic issues and policies tailored to countries' specific circumstances	–	–	8	8
14. Working paper series on macroeconomic policy, poverty reduction and financing for development	1	7	1	2
15. Policy briefs on macroeconomic policy, poverty reduction and financing for development	2	17	2	4
C. Substantive deliverables				
Consultation, advice and advocacy: technical advice on 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.				
Databases and substantive digital materials: substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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: updating and maintenance of web pages of the subprogramme for the ESCAP website; and inputs for ESCAP social media platforms.				

Subprogramme 2

Trade, investment and innovation

Objective

16.36 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

16.37 To contribute to the strengthened 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, the subprogramme will continue to support member States in formulating and conducting trade policies and measures in accordance with other public policies. This work encompasses increasing their capacity 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. For example, by supporting member States in implementing paperless trade through workshops and research on the impact of specific measures and strategies, the subprogramme helps them to make informed decisions on strategies in this area, which is expected to result in the reduction of trade costs and the increased participation of companies, especially small and medium-sized enterprises, in international trade. Further expected results include the adoption of more efficient rules and procedures governing trade, leading to more efficient trade flows and, in turn, higher competitiveness of companies in the region. Through its capacity- and knowledge-building work, the subprogramme will continue to support

and promote country efforts to move to paperless trade, which reduces physical interaction, thereby increasing the resilience of supply chains by enabling continued trade activities, including in such situations as the COVID-19 pandemic. This work is implemented in close cooperation with global and regional partners, including the Asian Development Bank, the United Nations Conference on Trade and Development and the World Trade Organization. Past results in this area include the adoption of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific by ESCAP member States in May 2016 and the active engagement of 25 member States in drafting a road map for the implementation of the substantive provisions of the Agreement. As at the end of 2019, seven countries had either signed or acceded to this treaty.

16.38 In addition, the subprogramme, including through the Asian and Pacific Centre for Transfer of Technology, will provide capacity-building through workshops, training activities and policy advice and will 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. Furthermore, the subprogramme will incorporate elements emanating from exchanges among member States, with a view to sharing technology-led approaches in the fight against the COVID-19 and other pandemics and collaborating on identifying innovative solutions in preparation for future pandemics. This work is expected to result in the increased capacity of policymakers to adopt policies and programmes aimed at achieving more inclusive and sustainable outcomes of business and investment activity in the region. Past results in this area include the development of social enterprise legislation in the Philippines, the establishment of the Centre for Social Entrepreneurship in Pakistan and the design of a blueprint for the first national technology database in Bhutan, which became an integral part of the country's Cottage and Small Industry Policy of 2019. Moreover, ASEAN member States endorsed the inclusive business approach and Cambodia initiated the process to submit a national inclusive business framework to its Supreme National Economic Council. The capacity of member States to leverage investment for development has increased through knowledge-sharing by means of the Asia-Pacific Foreign Direct Investment Network and provision of on-demand national training courses on the promotion and facilitation of FDI. Past results in this area have facilitated the creation of other regional cooperation networks, such as the Biotechnology Information Network for Asia, the Asia-Pacific Traditional Medicine and Herbal Technology Network, the Renewable Energy Cooperation-Network for the Asia-Pacific, the Asia-Pacific Nanotechnology R&D Management Network, the ASEAN Network of Excellence Centre of Biomass Conversion Technology and the Asia-Pacific Regional Innovation Knowledge Network for Fourth Industrial Revolution Technologies.

16.39 In building the capacity of member States to channel trade, investment and innovation towards sustainable development, the subprogramme will support member States in making progress towards the achievement of targets 8.1 to 8.4, 8.10 and 8.a of Sustainable Development Goal 8 (decent work and economic growth), targets 9.2, 9.3 and 9.b of Goal 9 (industry, innovation and infrastructure) and targets 17.6 to 17.8, on technology and innovation, and 17.10 to 17.12, on trade, of Goal 17 (partnerships for the Goals).

Planned results for 2021

Result 1: harnessing innovative business models for social progress (result carried over from 2020)

16.40 The subprogramme will continue the work related to harnessing investment, innovation, technology and enterprise development for sustainable development, in line with its mandate, and will assist countries in creating an enabling environment for innovative business models that incorporate social and/or environmental objectives alongside economic objectives, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.5
Performance measure

2017	2018	2019	2020	2021
N/A	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 member States to support impact enterprises and investors	Implementation of measures by member States to support impact enterprises and investors

Abbreviation: N/A, not applicable.

Result 2: harnessing innovative technologies to enhance women's access to financial services (new result)

16.41 Entrepreneurship is a key catalyst for advancing women's economic empowerment in the Asia-Pacific region. While entrepreneurs in general face considerable barriers, women entrepreneurs face additional disadvantages that hold them back from achieving their full potential. To address such challenges, ESCAP, with the support of the Government of Canada, is implementing a five-year project entitled Catalyzing Women's Entrepreneurship. With a focus on six countries of the region (Bangladesh, Cambodia, Fiji, Nepal, Samoa and Viet Nam), the project is aimed at tackling barriers faced by women entrepreneurs at three levels: (a) the policy and regulatory environment; (b) access to finance and credit; and (c) access to ICT and capacity-building.

Internal challenge and response

16.42 The challenge for the subprogramme was that, when addressing a multifaceted issue such as access to finance for women entrepreneurs, an intervention must identify and address the full range of underlying constraints faced by women entrepreneurs in accessing financial services. In response, the subprogramme will implement the project with a market system approach, combining support and capacity-building for regulators with support for market actors, so as to scale innovative financial and digital solutions that address the needs of women entrepreneurs.

16.43 The subprogramme introduced three key initiatives to address financial bottlenecks faced by women entrepreneurs in starting up and scaling their businesses. First, a Women Micro, Small and Medium Enterprise Fintech Innovation Fund was launched in March 2019, to support organizations implementing digital solutions that benefit women entrepreneurs. Implemented together with the United Nations Capital

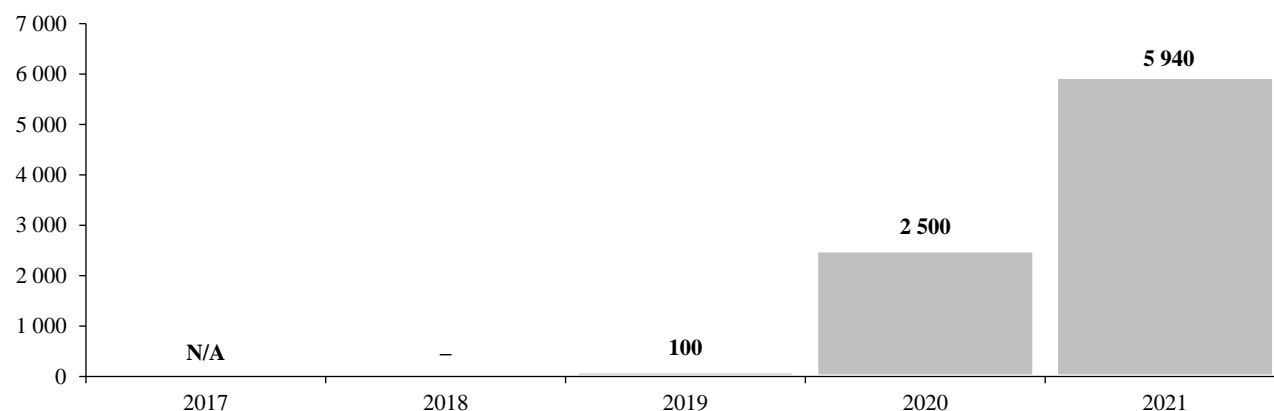
Development Fund and with support from the private sector, the Innovation Fund provides recipient organizations with risk capital of up to \$50,000, as well as technical and mentorship assistance through key partner networks of ESCAP and the United Nations Capital Development Fund, plus links to potential investor capital to bring their initiatives to scale. Second, ESCAP is supporting the 2020 launch of a women's bond and an impact investment fund for women entrepreneurs. Third, the subprogramme will provide 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.

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

16.44 This work is expected to contribute towards strengthening 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 in the area of women's entrepreneurship, which would be demonstrated by 5,940 women entrepreneurs having open access to financial services in 2021 as a result of the project.

Figure 16.I

Performance measure: number of women entrepreneurs accessing financial services with support from the Economic and Social Commission of Asia and the Pacific



Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

69/210	Entrepreneurship for development	74/229	Science, technology and innovation for sustainable development
74/201	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	70/6	Implementation of the decision of the Ad Hoc Intergovernmental Meeting on a Regional Arrangement for the Facilitation of Cross-border Paperless Trade
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72/3	Statute of the Asian and Pacific Centre for Transfer of Technology	73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific
72/4	Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	75/8	Advancing science, technology and innovation for the implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific
72/12	Harnessing science, technology and innovation for inclusive and sustainable development in Asia and the Pacific		

Deliverables

16.46 Table 16.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.6

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	6	21	16	18
1. Reports for ESCAP	2	2	2	1
2. Reports for the Committee on Trade and Investment	4	8	–	6
3. Reports for the Committee on Information and Communications Technology, Science, Technology and Innovation	–	–	3	–
4. Reports for the Governing Council of the Asian and Pacific Centre for Transfer of Technology	–	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	–	4	4	4
Substantive services for meetings (number of three-hour meetings)	26	34	31	30
7. Meetings of the Committee on Trade and Investment	6	6	–	6
8. Meetings of the Committee on Information and Communications Technology, Science, Technology and Innovation	–	–	3	–
9. Meetings of the Governing Council of the Asian and Pacific Centre for Transfer of Technology	4	4	4	4
10. Meetings of the Asia-Pacific Trade Agreement Standing Committee	4	12	8	8
11. Meetings of the Interim Intergovernmental Steering Group on Cross-border Paperless Trade Facilitation	4	4	4	4
12. Expert group meetings on trade, investment and innovation	4	4	8	4
13. Meetings of the ESCAP Sustainable Business Network	2	2	2	2
14. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Trade	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	7	4	4
15. Capacity-building project on women's entrepreneurship: innovative finance component	–	1	1	1
16. Capacity-building projects on trade policy and facilitation	3	3	1	1
17. Capacity-building projects on investment, enterprise and innovation	1	1	1	1
18. Capacity-building projects on new and emerging technologies	2	2	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Seminars, workshops and training events (number of days)	–	1	6	1
19. Asia-Pacific Business Forum	–	1	1	1
20. Workshops on trade, investment and innovation	–	–	5	–
Publications (number of publications)	3	4	2	3
21. <i>Asia-Pacific Trade and Investment Report</i>	1	1	–	1
22. <i>Studies in Trade, Investment and Innovation</i>	2	3	1	2
23. <i>Science, Technology and Innovation in Asia and the Pacific</i>	–	–	1	–
Technical materials (number of materials)	8	11	10	11
24. Trade, Investment and Innovation Working Paper Series	2	2	2	2
25. Briefs on trade, investment and innovation	4	4	4	4
26. Reports on trade facilitation and paperless trade implementation	1	1	–	1
27. <i>Asia-Pacific Tech Monitor</i>	1	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advisory services 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.

Databases and substantive digital materials: databases on trade, investment and innovation; 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.

D. Communication deliverables

Outreach programmes, special events and information materials: 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.

External and media relations: press releases and op-ed articles on the work and activities of the subprogramme.

Digital platforms and multimedia content: website of the Asia-Pacific Research and Training Network on Trade; updating and maintenance of web pages of the subprogramme for the ESCAP website; and inputs for ESCAP social media platforms.

Subprogramme 3 Transport

Objective

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

Strategy

16.48 To contribute to the achievement of sustainable transport connectivity and logistics in the Asia-Pacific region, the subprogramme will continue its work with regard to the Asian Highway network, the Trans-Asian Railway network and dry ports 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, by (a) continuing 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 respective working groups; (b) providing 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; (c) facilitating the exchange of good practices on the utilization of new technologies; and (d) conducting research and analysis that address the challenges and ways forward in realizing regional connectivity, including collecting and analysing transport-related restrictions and facilitation measures in Asia and the Pacific and identifying good practices, such as those that facilitate cross-border transport while helping to contain pandemics such as COVID-19 and other similar disruptions to regional connectivity. These activities are expected to result in an increased number of ESCAP member signatories of and parties to regional and subregional agreements; an increased number of national projects, programmes and initiatives to upgrade regional transport infrastructure, including the Asian Highway, the Trans-Asian Railway and dry ports of international importance; and increased measures to remove bottlenecks and facilitate the efficient movement of people and goods along transport routes and at border crossings. This work will help member States to make progress towards the achievement of the Sustainable Development Goals, most notably Goal 9 (industry, innovation and infrastructure), target 11.2 of Goal 11 (sustainable cities and communities), target 12.2 of Goal 12 (responsible consumption and production), target 13.1 of Goal 13 (climate action) and targets 17.9 and 17.14 of Goal 17 (partnerships for the Goals). Past results in the area include the signing of the Intergovernmental Agreement on International Road Transport along the Asian Highway Network by China, Mongolia and the Russian Federation. In 2019, the Lao People's Democratic Republic became the fourteenth party to the Intergovernmental Agreement on Dry Ports, and Turkey acceded to the Intergovernmental Agreement on the Trans-Asian Railway Network, bringing the number of parties to that Agreement to 20.

16.49 To contribute to the achievement of sustainable transport mobility in the Asia-Pacific region, the subprogramme will advocate and provide capacity-building assistance in the areas of sustainable urban transport, for example, to facilitate the application of the ESCAP-developed sustainable urban transport index in major cities of the region; road safety, for example, the formulation of the implementation framework on strategies to tackle main causes of road crashes and fatalities, and smart transport, for example, the development of a regional road map to support regional cooperation for wider deployment of smart transport systems, which are expected to result in 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 road safety, and increasing the use of smart mobility approaches in the region. This work will support member States in making progress towards the achievement of the Sustainable Development Goals, most notably target 3.6 of Goal 3 (good health and well-being), target 7.3 of Goal 7 (affordable and clean energy), target 11.2 of Goal 11 (sustainable cities and communities) and targets 17.9 and 17.14 of Goal 17 (partnerships for the Goals). Past results in this area include evidence-based urban transport policies and interventions by Governments through the integrated assessment of multiple transport issues, including using the ESCAP-developed sustainable urban transport index, which is a user-friendly framework of 10 indicators that help policymakers track, summarize and compare the performance of sustainable urban transport systems in cities.

16.50 In order to achieve the above objective, the subprogramme will continue to collaborate with relevant United Nations agencies, funds and programmes, including

the International Civil Aviation Organization, the International Maritime Organization, the other United Nations regional commissions, the United Nations Centre for Regional Development, the United Nations Conference on Trade and Development, the United Nations Human Settlements Programme, the United Nations Institute for Training and Research, the United Nations Road Safety Fund and the World Health Organization; regional development banks, including the Asian Development Bank, the Islamic Development Bank and the World Bank; international, regional and subregional organizations, including the Economic Cooperation Organization, the International Transport Workers' Federation, the Organization for Cooperation between Railways, the Shanghai Cooperation Organization and the International Union of Railways; and research institutes, associations and other civil society organizations.

Planned results for 2021

Result 1: shifting towards more sustainable freight transport in Asia and the Pacific (result carried over from 2020)

16.51 The subprogramme will continue the work related to sustainable transport connectivity, logistics and mobility in the Asia-Pacific region, in line with its mandate, including supporting countries in formulating and implementing policies and measures to strengthen international railway transport so as to enhance sustainable transport connectivity and logistics in Asia and the Pacific, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.7
Performance measure

2017	2018	2019	2020	2021
N/A	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 five policies and measures to facilitate international rail transport	Increased number of freight trains and/or reduced border-crossing times along Trans-Asian Railway routes

Abbreviation: N/A, not applicable.

Result 2: realigning the region's priorities towards sustainable transport connectivity in Asia and the Pacific (new result)

16.52 The subprogramme has been supporting member States in implementing the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase I (2017–2021), adopted at the third session of the Ministerial Conference on Transport, held in Moscow in December 2016. The Regional Action Programme is designed to promote regional cooperation and to facilitate countries' implementation of their infrastructure projects and cross-border facilitation measures within a shared vision of development. While the vision of the Asia-Pacific region to attain seamless regional connectivity is focused on addressing the economic, social and environmental dimensions

of connectivity in a balanced and integrated manner, the persistence of missing links and non-physical barriers to infrastructure that relate to legal, regulatory, administrative, documentary and organizational hindrances adversely affect the inclusiveness and sustainability of transport and logistics systems. The elimination of those physical, institutional and regulatory hurdles requires further support by the subprogramme with a view to facilitating the formulation and implementation of national policies by Governments and to coordinating among Governments and related parties at the subregional and regional levels.

Internal challenge and response

16.53 The challenge for the subprogramme was to effectively stimulate the formulation and timely implementation of national, subregional and regional policies and measures to address the missing links and non-physical barriers to sustainable and inclusive transport and logistics systems. A regional platform for policy debate on emerging transport issues and priorities among member States would serve to provide strategic direction for the subprogramme to effectively stimulate the formulation and implementation of the policies needed to foster regional sustainable transport connectivity, logistics and mobility. In response, the subprogramme will convene the fourth session of the Ministerial Conference on Transport, to be held in 2021, to review the implementation of the first phase of the Regional Action Programme, discuss the priority needs of member States, intensify collaboration among stakeholders and set out a future direction that takes various facets of sustainable and inclusive transport into account.

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

16.54 This work is expected to contribute to achieving sustainable transport connectivity, which would be demonstrated by the adoption of the second phase of the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, for the period 2022–2026, and other policy frameworks and tools that would enhance the advancement of sustainable transport connectivity, logistics and mobility in the region.

Table 16.8
Performance measure

2017	2018	2019	2020	2021
Countries participated in and benefited from activities under the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase I (2017–2021)	Countries assessed progress made in implementing the first phase of the Regional Action Programme at the fifth session of the Committee on Transport	Countries further identified key activities to accelerate the implementation of the Regional Action Programme	Countries participate in the evaluation of the implementation of the first phase of the Regional Action Programme and initiate 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

Legislative mandates

16.55 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	72/271	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

16.56 Table 16.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.9

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	5
1. Reports for ESCAP	1	1	1	–
2. Reports for the Committee on Transport	–	–	3	–
3. Reports for the Ministerial Conference on Transport	–	–	–	5
Substantive services for meetings (number of three-hour meetings)	24	28	20	30
4. Meetings of the Committee on Transport	–	–	6	–
5. Meetings of the Ministerial Conference on Transport	–	–	–	10
6. Meetings on the Asian Highway network	4	4	–	4
7. Meetings on the Trans-Asian Railway network	4	4	–	4
8. Meetings on dry ports	4	4	–	4
9. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Sustainable Transport, Transit and Connectivity	4	4	4	4
10. Expert group meetings on transport connectivity and logistics	8	8	8	4
11. Expert group meetings on mobility	–	4	2	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	19	7	8
12. Capacity-building projects on transport connectivity and logistics	5	12	4	4

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
13. Capacity-building projects on mobility	3	7	3	4
Seminars, workshops and training events (number of days)	1	–	1	–
14. Training event on transport connectivity and logistics	1	–	1	–
Publications (number of publications)	2	3	2	2
15. Publication on transport developments in Asia and the Pacific	1	1	–	1
16. Publications on transport connectivity, logistics and mobility	1	2	2	1
Technical materials (number of materials)	4	5	3	3
17. Technical materials on transport connectivity and logistics	4	4	2	2
18. Technical materials on mobility	–	1	1	1
C. Substantive deliverables				
Databases and substantive digital materials: data collection for the Asian Highway database, the Trans-Asian Railway network and the network of dry ports; materials on road safety; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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: updating and maintenance of web pages of the subprogramme for the ESCAP website; and inputs for ESCAP social media platforms.				

Subprogramme 4 Environment and development

Objective

16.57 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

16.58 To contribute to the reduction of 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, the subprogramme, inclusive of the Centre for Sustainable Agricultural Mechanization, will employ three main approaches: (a) circular economy-based solutions, by identifying and applying tools to optimize resource use and efficiency, analysing environmental externalities of unsustainable growth patterns, developing policies to reduce waste and encourage waste to resource and analysing markets for new low-carbon products; (b) nature-based solutions, by identifying actions to protect, sustainably manage and restore natural or modified ecosystems that address societal challenges effectively and adaptively, providing benefits for both human well-being and biodiversity; and (c) governance for environmental transformation, by using tools and approaches that support an integrated and participatory approach to environmental policymaking, such as community-focused financing and systems frameworks, and that support the strengthening of engagement

and multi-stakeholder partnerships. The subprogramme will 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 least developed countries, landlocked developing countries and small island developing States, and will generate evidence and provide technical support for integrated policymaking and regional cooperation. In addition, in its analytical and capacity development deliverables, the subprogramme will factor in environmental considerations emerging from the COVID-19 pandemic and the fact that similar pandemics might be more likely in the context of a warming planet. 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 2, 13, 14 and 15; realizing sustainable urban development, thereby contributing towards the achievement of Goal 11; and eliminating pollution and waste, thereby contributing to the achievement of Goals 6, 11 and 12.

16.59 To contribute to the strengthening of climate action and sustainable resource use, the subprogramme will identify and address developmental gaps in the region and in which the subprogramme has a mandate and expertise. The subprogramme will support member States in building capacity for action for climate empowerment and participation (see article 6 of the United Nations Framework Convention on Climate Change) and for the vertical integration of climate action and sustainable resource use among the regional, national, subnational and local levels, including with non-State actors. The subprogramme will promote low-carbon, green growth solutions through the provision of knowledge products and capacity-building activities, including on-site and online resource efficiency training and toolboxes to assess and analyse how to accelerate implementation of nationally determined contribution commitments and how to fulfil Convention reporting requirements. This work is expected to result in enhanced actions to address climate change and the accelerated implementation of Sustainable Development Goal 13 (climate action) and the Paris Agreement in Asia-Pacific countries. Past results in this area include the promulgation of several pathways for transformation towards the 1.5°C target and climate-resilient development, during Asia-Pacific Climate Week 2019;¹⁰ the creation of online spaces on Goal 13 through the Sustainable Development Goals help desk platform; the launch of resource efficiency training at national and regional forums and at the twenty-fifth session of the Conference of the Parties to the Convention, held in Madrid in December 2019; and the global promulgation of the Youth Voices for Climate Action campaign, also at the twenty-fifth session of the Conference.

16.60 To contribute to building the capacity of member States to realize sustainable urban development, the subprogramme will help cities to strengthen their urban planning processes, adopt urban resilience strategies, apply appropriate smart technologies and finance urban infrastructure. Following the seventh Asia-Pacific Urban Forum and given the policy pathways proposed in the 2019 report entitled *The Future of Asian and Pacific Cities: Transformative Pathways Towards Sustainable Urban Development*, both of which had been developed jointly with multiple partners, ESCAP has been recognized as an important convener in this area. Building on this work, ESCAP can 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

¹⁰ Regional transformational pathways identified during Asia-Pacific Climate Week 2019 included 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.

tools and sustainable urban solutions, including the analysis of the impact of the COVID-19 pandemic and the incorporation of responses to communicable diseases into future urban action plans. That support will be delivered through the Penang Platform for Sustainable Urbanization, a collaboration initiative implemented jointly by United Nations entities, development partners, city networks and cities and national ministries. Specific initiatives, such as the Asia-Pacific Mayors Academy, Development Account projects on localizing Sustainable Development Goals in cities and the Ocean Cities project, 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 actions. That increased vertical integration is expected to result in more sustainable and resilient communities and in reduced negative impacts of urbanization on resources. Past results in this area include the establishment of the Penang Platform by the seventh Asia-Pacific Urban Forum, held in 2019, and, as part of the first phase of the Platform, the launch of the Asia-Pacific Mayors Academy to provide support to newly appointed mayors in areas related to sustainable urbanization.

16.61 To contribute to eliminating pollution and waste, and in response to ESCAP resolution [75/4](#) on strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific, 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, which is expected to result in the development of scenarios, policies, plans to address the risk of air pollution in the region. Past results in this area include the improvement of development policies and practices in member States through the integration of environmental priorities in waste management. For example, integrated resource recovery centres were established in six developing countries with the support of the subprogramme.

16.62 Lastly, the subprogramme will continue its work on strengthening partnerships and cooperation (Sustainable Development Goal 17) with relevant United Nations agencies, funds and programmes (including through the mandated regional coordination mechanism, 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 subprogrammes within ESCAP to enhance synergy and coherence in relevant areas.

Planned results for 2021

Result 1: inclusive and integrated policy processes for effective climate action and natural resources management (result carried over from 2020)

16.63 The subprogramme will continue the work related to strengthening climate action and sustainable resource use, in line with its mandate, and will assist countries in developing initiatives that promote broader engagement and climate action, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.10
Performance measure

2017	2018	2019	2020	2021
N/A	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	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	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

Abbreviation: N/A, not applicable.

Result 2: more ambitious nationally determined contributions to meet commitments to the Paris Agreement (new result)

16.64 The subprogramme has been working on strengthening regional collaboration on climate change mitigation, resource efficiency and sustainable urbanization, with an emphasis on supporting those furthest behind, including taking into account gender considerations by encouraging gender parity in the consultative process and due regard for outreach, including to women and girls.

Internal challenge and response

16.65 The challenge for the subprogramme was the absence of a comprehensive toolkit to support member States that were committed to undertaking reviews of their nationally determined contributions. In response, ESCAP is developing a multisectoral toolbox of capacity support for countries, in order to assess and enhance their readiness for climate actions.

16.66 In 2021, the subprogramme will focus on improving the capacity of member States to accelerate climate action and to integrate the three dimensions of sustainable development into policies, strategies and frameworks at the national level and in both urban and rural areas. ESCAP activities will support member States by enhancing their understanding of the cost of inaction and the benefits of climate action, taking into account differences in impact for men and women, and by providing access to tools and methodologies that support the various means (e.g. finance, policy coherence and/or partnerships) of implementing nationally determined contribution commitments and achieving Sustainable Development Goal 13 through relevant climate actions. Through the organization of regional workshops and Asia-Pacific Climate Week events, ESCAP activities will also enhance regional cooperation on the implementation of the Paris Agreement. In particular, the subprogramme will support policymakers in the development of plans to operationalize, update and revisit their nationally determined contributions so as to accelerate the implementation of commitments to the Paris Agreement, including concrete actions in critical sectors of energy use, urban development, industrialization and agriculture.

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

16.67 This work is expected to contribute to the reduction of the negative impacts of growth on the natural environment and to improved human well-being in urban and rural environments through building member States' capacity to strengthen climate action, such as by raising the ambition of nationally determined contributions under the Paris Agreement in the region. These activities will further boost national experts' understanding of the main principles of the enhanced transparency framework under the Paris Agreement and strengthen countries' capacity to fulfil the reporting requirements of the Framework Convention on Climate Change. Those results would be demonstrated by at least two countries having revised and updated their nationally determined contributions based on ESCAP support.

Table 16.11
Performance measure

2017	2018	2019	2020	2021
The first Asia-Pacific Climate Week held to advance regional climate action	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	Scenarios, policies, plans or programmes developed by member States to operationalize environment and climate action at different levels, including gender mainstreaming	With the support of ESCAP, plans updated and revised by at least two countries to make their commitments to nationally determined contributions more ambitious

Legislative mandates

16.68 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	74/224	Harmony with Nature
71/256	New Urban Agenda	74/226	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		
72/2	Statute of the Centre for Sustainable Agricultural Mechanization	74/4	Implementation of the Ministerial Declaration on Environment and Development for Asia and the Pacific, 2017
		75/4	Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific

Deliverables

16.69 Table 16.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.12

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	1
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Environment and Development	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	19	23	26	21
3. Meetings of the Committee on Environment and Development	–	–	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	5	5	5
6. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment	2	2	2	–
7. Expert group meetings for the implementation of internationally agreed agendas related to the environment and development	4	6	2	2
8. Expert group meetings on sustainable and resilient cities in the Asia-Pacific region	4	4	8	8
9. Policy forums on the greening of economic growth for sustainable development	2	4	2	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	11	7	9
10. Capacity-building projects on strengthening the implementation and review of the 2030 Agenda	2	3	2	–
11. Capacity-building project on the sustainable management of natural resources	1	1	1	1
12. Capacity-building projects on sustainable urban development	1	3	1	3

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
13. Capacity-building projects on sustainable agricultural mechanization	3	2	1	1
14. Capacity-building project on the greening of economic growth	1	1	1	1
15. Capacity-building projects on supporting countries in the Asia-Pacific region to meet commitments to the Paris Agreement	–	1	1	3
Seminars, workshops and training events (number of days)	2	11	4	11
16. Workshop on the integrated management of straw residue	–	–	–	1
17. Workshops on strengthening human resources for sustainable agricultural mechanization	–	–	3	2
18. Regional forums on sustainable agricultural mechanization in Asia and the Pacific	1	3	1	–
19. Workshop on promoting sustainable agricultural mechanization through South-South cooperation	–	–	–	2
20. Forum on sustainable urban development	1	3	–	–
21. Asia-Pacific Day for the Ocean	–	–	–	1
22. Asia-Pacific Climate Week	–	5	–	5
Publications (number of publications)	2	2	1	2
23. Publications on environment and development	1	1	1	1
24. <i>The Future of Asian and Pacific Cities: Transformative Pathways Towards Sustainable Urban Development</i>	1	1	–	–
25. Publication on progress towards sustainable urbanization in Asia-Pacific	–	–	–	1
Technical materials (number of materials)	5	6	4	5
26. Documents on the environment and development (policy briefs, knowledge products and case studies)	1	2	1	3
27. Guidelines and training manual related to a regional database on agricultural mechanization	1	1	–	–
28. Documents on agricultural machinery	3	3	3	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory support for task forces and regional initiatives on United Nations water and sustainable urban development; 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 Water, Energy and Environment.

Databases and substantive digital materials: e-learning courses on the environment and the implementation of the 2030 Agenda; and substantive blog posts for the ESCAP website.

D. Communication deliverables

Outreach programmes, special events and information materials: information material on agricultural mechanization; observance of United Nations international days, including special events on sustainable urban development and on the environment and development; and 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: updating and maintenance of web pages of the subprogramme for the ESCAP website; and inputs for ESCAP social media platforms.

Subprogramme 5

Information and communications technology and disaster risk reduction and management

Objective

16.70 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 the sharing of best practices.

Strategy

16.71 To contribute to strengthened ICT, space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific through regional cooperation and the sharing of best practices, the subprogramme will continue to support member States by developing norms for geospatial data-sharing, digital connectivity and 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, and, in particular, Goals 1, 4, 5, 9, 10, 11, 13, 14, 15 and 17.

16.72 To contribute to strengthened ICT for resilient and sustainable development, the subprogramme will provide the intergovernmental platform for the implementation of the Asia-Pacific Information Superhighway. In this context, the subprogramme will develop norms and common principles for seamless regional connectivity and provide gap analysis, supplemented by advocacy, networking and partnerships in support of the Information Superhighway initiative. These efforts are expected to result in improved cross-border broadband connectivity; strengthened internet traffic management in the most disconnected countries of the region; improved e-resilience and the cross-border operability of ICT networks that support disaster management; and more reliable, resilient and affordable broadband for all. Bringing broadband to all and bolstering network capacity for e-resilience has proved to be even more crucial in times of working and schooling from home due to the COVID-19 pandemic. These efforts will be augmented by the capacity development activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development related to digital inclusion and ICT for sustainable development. Past results in this area include increased knowledge and skills of member States to leverage ICT in national development strategies and programmes and the endorsement of the Asia-Pacific Information Superhighway Regional Cooperation Framework Document (2019–2022) and the Master Plan for the Asia-Pacific Information Superhighway (2019–2022) at the second session of the Committee on Information and Communications Technology, Science, Technology and Innovation.

16.73 To contribute to strengthened space technology applications for resilient and sustainable development, the subprogramme will continue to assist member States in

harnessing the latest advances in space technology applications and geospatial data. The subprogramme will continue to 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 subprogramme will add COVID-19 and pandemic-related components to the geospatial data hub that is being established. These components will promote a common understanding of the principles of geospatial data-sharing in the context of pandemics and of mapping pandemic risk hotspots and will enhance the interoperability of data across sectors by developing common data formats. These efforts are expected to result in the anticipation and reduction of disaster risks through improved early warning systems, especially for slow-onset disasters in high-risk and low-capacity developing countries. The work of the subprogramme will be anchored in regional cooperation mechanisms, including the Regional Space Applications Programme for Sustainable Development, the Regional Cooperative Mechanism for Drought Monitoring and Early Warning and the Regional Committee of United Nations Global Geospatial Information Management for Asia and the Pacific. Past results in this area include the adoption 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) at the third Ministerial Conference on Space Applications for Sustainable Development in Asia and the Pacific.

16.74 To contribute to strengthened disaster risk reduction and management for resilient and sustainable development, particularly in the context of COVID-19, the subprogramme will 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. These actions are expected to result in improved understanding of disaster risks, access to multi-hazard early warning information and enhanced disaster preparedness. Past results in this area include the first-ever estimation of the costs of slow-onset disasters published in the *Asia-Pacific Disaster Report 2019* and the implementation of drought monitoring systems by countries such as Mongolia, Myanmar and Sri Lanka.

16.75 In order to achieve the above objective, the subprogramme will collaborate with relevant United Nations agencies, funds and programmes, including through the mandated regional coordination mechanism, international, regional and subregional organizations, regional development banks, community-based organizations, research institutes, associations and other civil society organizations.

Planned results for 2021

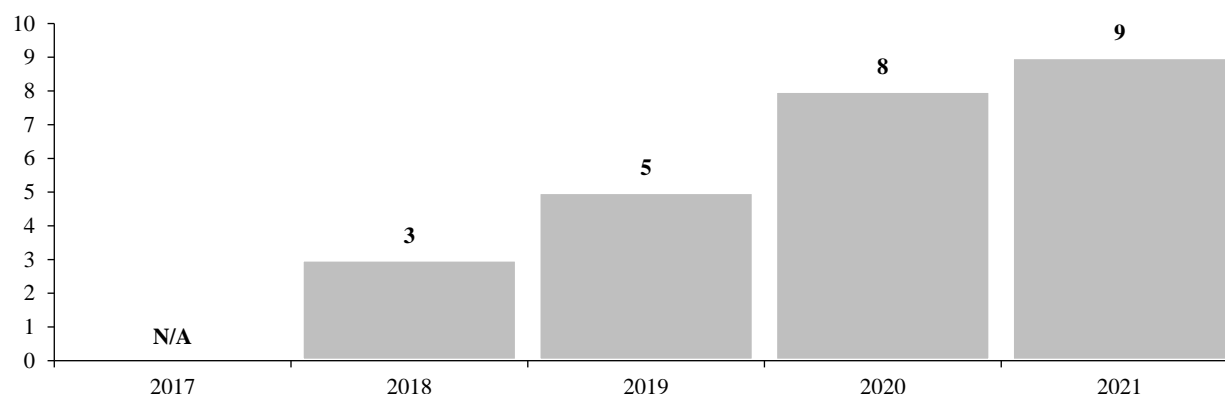
Result 1: advanced subregional implementation of the Asia-Pacific Information Superhighway (result carried over from 2020)

16.76 The subprogramme will continue the work related to strengthening digital technologies and innovations for resilient and sustainable development, in line with its mandate, and will continue to support policy and strategy formulations through its analytical and technical cooperation activities for identifying innovative solutions that increase access to broadband networks in a more inclusive and affordable manner, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General

Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 16.II

Performance measure: number of broadband network initiatives developed and implemented within subregional implementation plans for the Asia-Pacific Information Superhighway



Abbreviation: N/A, not applicable.

Result 2: accelerating regional policy coordination for risk-informed and climate-resilient development (new result)

16.77 The subprogramme has been working on operationalizing the Asia-Pacific Disaster Resilience Network, which consists of the following work streams: (a) multi-hazard early warning system; (b) data and statistics; (c) technology innovation and applications; and (d) knowledge for improved policymaking. To operationalize the network, a risk hotspot approach has been used. The fact that the *Asia-Pacific Disaster Report 2019* is the second-most downloaded publication from the ESCAP website emphasizes the importance of ESCAP-produced research and policy analysis in setting the groundwork for future regional policymaking and coordination, in line with the subprogramme objective. Drawing from the disaster trends outlined in the report, there are four hotspot clusters in the Asia-Pacific region: the transboundary river basins; the Pacific Ring of Fire; the Pacific small island developing States; and the sand and dust storm risk corridors. To ensure that multi-hazard risk information and early warning services are fully integrated into broader resilience targets, ESCAP is working with partners to deliver innovative climate and weather services for floods and droughts in South Asia. The 2019 release of the ESCAP-ASEAN joint study, *Ready for the Dry Years*, combined with several in-country multi-stakeholder policy dialogues in Cambodia, the Lao People's Democratic Republic, Myanmar and Viet Nam, have propelled high-level discussions on drought resilience. With regard to the sand and dust storm risk hotspot, ESCAP has joined the United Nations Coalition on Combating Sand and Dust Storms and has developed key policy documents to support the establishment of a regional slow-onset hazards network and a sand and dust storms alert system. Work carried out by ESCAP on resilient infrastructure supports regional economic cooperation and integration in landlocked countries in the Central Asia and North-East Asia subregions.

Internal challenge and response

16.78 The challenge for the subprogramme was the coordination of the large and diverse group of stakeholders involved in the first phase of the implementation of the Asia-Pacific Disaster Resilience Network. In response, in 2021, the subprogramme

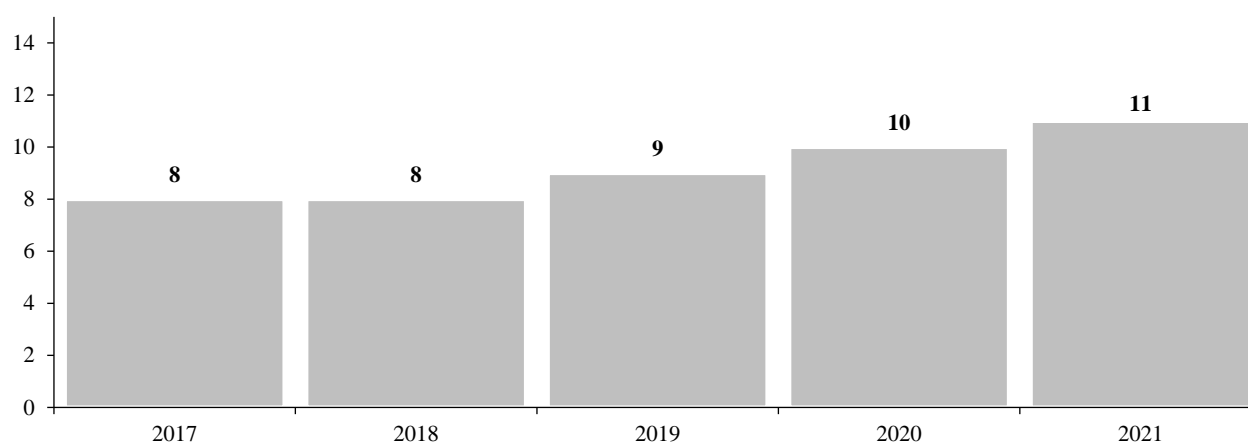
will prioritize its efforts on the key stakeholders involved in two of the four multi-hazard risk hotspots identified in the *Asia-Pacific Disaster Report 2019*, namely, transboundary river basin floods and slow-onset disasters (drought, desertification and sand and dust storms). The subprogramme will also focus on (a) promoting the inclusion and empowerment of at-risk communities in disaster risk hotspots; (b) capitalizing on existing multi-tier partnership networks to build regional cooperation with regard to slow-onset disasters and floods; and (c) promoting solutions through the uptake of innovative technology applications. While ESCAP has already upgraded its partnerships with the United Nations Office for Disaster Risk Reduction and the World Meteorological Organization (WMO) through memorandums of understanding and by joining the United Nations Coalition on Combating Sand and Dust Storms, it will formalize its cooperation with other key stakeholders, such as Economic and Social Commission for Western Asia, the Economic Commission for Europe, the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme and the World Health Organization. In this regard, the subprogramme will support member States in accessing regional cooperation networks.

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

16.79 This work is expected to contribute to strengthened disaster risk reduction and management through regional cooperation and the sharing of best practices that effectively address shared challenges and opportunities for resilient and sustainable development in Asia and the Pacific. This result would be demonstrated by the existence of at least 11 ESCAP-facilitated cooperation initiatives, such as regional cooperation mechanisms, projects and programmes, in the subprogramme's areas of work. As disaster risk evolves into a more complex factor, accelerated regional policy coordination for risk-informed and climate-resilient development will be facilitated through the Asia-Pacific Disaster Resilience Network.

Figure 16.III

Performance measure: number of initiatives for improving disaster resilience



Legislative mandates

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

General Assembly resolutions

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	74/197	Information and communications technologies for sustainable development
		74/218	Disaster risk reduction
		74/226	Combating sand and dust storms
74/82	International cooperation in the peaceful uses of outer space	74/229	Science, technology and innovation for sustainable development
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development		

Economic and Social Council resolutions

2015/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2015/31	Establishment of the Asian and Pacific Centre for the Development of Disaster Information Management	2019/24	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2016/27	Strengthening institutional arrangements on geospatial information management		

Economic and Social Commission for Asia and the Pacific resolutions

71/12	Strengthening regional mechanisms for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific	73/7	Enhancing regional cooperation for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific
72/7	Regional cooperation to combat sand and dust storms in Asia and the Pacific	74/6	Advancing disaster-related statistics in Asia and the Pacific
72/10	Regional review of the implementation of the World Summit on the Information Society action lines	75/5	Implementation of the Ulaanbaatar Declaration of the 2018 Asian Ministerial Conference on Disaster Risk Reduction
72/11	Advancing disaster-related statistics in Asia and the Pacific for implementation of internationally agreed development goals	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)
73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific		
73/6	Implementation of the Asia-Pacific Information Superhighway initiative through regional cooperation	75/7	Advancing the implementation of the Asia-Pacific Information Superhighway initiative through regional cooperation

Deliverables

16.81 Table 16.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.13

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	9	5	5
1. Reports for ESCAP	1	6	1	3
2. Reports for the Committee on Disaster Risk Reduction	1	3	—	2
3. Reports for the Committee on Information and Communications Technology, Science, Technology and Innovation	—	—	4	—
Substantive services for meetings (number of three-hour meetings)	34	44	35	34
4. Meetings of the Committee on Information and Communications Technology, Science, Technology and Innovation	—	—	3	—
5. Meetings of the Committee on Disaster Risk Reduction	6	6	—	6
6. Meetings of the Governing Council of the Asian and Pacific Training Centre for Information and Communication Technology for Development	4	4	4	4
7. Meetings of the Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management	4	—	4	4
8. Meetings of the United Nations Special Programme for the Economies of Central Asia Working Group on Innovation and Technology for Sustainable Development	4	4	4	4
9. Meetings of the WMO/ESCAP Panel on Tropical Cyclones	4	8	4	4
10. Meetings of the Intergovernmental Consultative Committee on the Regional Space Applications Programme for Sustainable Development	4	6	4	4
11. Meetings of the ESCAP/WMO Typhoon Committee	4	8	4	4
12. Expert group meetings on space applications	—	—	4	—
13. Expert group meetings on the Asia-Pacific Information Superhighway	—	—	4	—
14. Expert group meetings on disaster risk reduction	4	8	—	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
15. Capacity-building projects on disaster information management	1	1	1	1
16. Capacity-building projects on disaster risk reduction	2	2	2	2
17. Capacity-building projects on ICT	2	2	2	2
18. Capacity-building projects on space technology applications	1	1	1	1
Seminars, workshops and training events (number of days)	14	14	14	14
19. Training events on information and communication technology	14	14	14	14
Publications (number of publications)	1	1	1	1
20. Publications on disaster information management	1	1	1	1
Technical materials (number of materials)	8	7	9	8
21. Technical paper on disaster information management	—	—	1	—
22. Technical paper on disaster risk reduction	—	—	1	—
23. Technical papers on ICT	6	6	6	6
24. Technical paper on infrastructure resilience	1	—	—	1
25. Technical papers on space technology applications	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory support for the task forces of ESCAP Sustainable Business Network; and advisory support for committees and organizations on issues related to disaster risk reduction, space applications and ICT.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Databases and substantive digital materials: guidelines on space technology applications; guidelines for the development and management of disaster information databases and spatial data infrastructure; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials, brochures and briefing notes on ICT; brochures on disaster information management; and 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: update of e-collaborative hub website on ICT; updating of content for the Asian and Pacific Training Centre for Information and Communication Technology for Development Virtual Academy; updating and maintenance of web pages of the subprogramme for the ESCAP website; and inputs for ESCAP social media platforms.				

Subprogramme 6

Social development

Objective

16.82 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

16.83 To contribute to the realization of 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, the subprogramme will build upon the multidisciplinary nature of ESCAP and, taking into account its analytical, intergovernmental and capacity development functions, the subprogramme will, in close collaboration with relevant United Nations and non-United Nations partners, including the United Nations Population Fund, the International Labour Organization and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), bring together Asia-Pacific Governments on critical issues related to social development in the region. Socioeconomic impacts of the COVID-19 pandemic are likely to be extensive in the region and will certainly widen poverty and inequality gaps. In this context, the subprogramme will support member States with strategies to recover from the shocks induced by COVID-19, taking into account the differentiated impacts on vulnerable groups and with a view to ensuring that no one is left behind. These intergovernmental processes will be informed by analyses and research tools. This will be conducted in partnership with relevant think tanks and United Nations entities. Such work is expected to result in the development of strong and relevant regional frameworks, drawing upon the complementary strengths of ESCAP in terms of its regional convening power and the national implementation capacity of United Nations agencies, funds and programmes to advance the Sustainable Development Goals. These regional frameworks will be used as the basis for capacity development by member States, upon their request.

16.84 To contribute to the realization of inclusive and equitable societies that empower, protect and leave no one behind in the area of population and development, the subprogramme will provide continued support to Asia-Pacific Governments in the further implementation of the Programme of Action of the International Conference

on Population and Development and their recommitment to it in the context of the 2030 Agenda, as well as its regional follow-up document, the Asian and Pacific Ministerial Declaration on Population and Development of 2013. This will be done by, among others, building 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. The subprogramme will focus on further developing a monitoring framework to assess the implementation of the Asian and Pacific Ministerial Declaration on Population and Development. This work is expected to result in the development of policies and programmes in the domain of population and development, which are expected to be rendered more responsive, contributing to the achievement of Goals 1, 3, 4, 5, 8, 10 and 17 of the 2030 Agenda. Past results in this area include the achievement of regional consensus on and the incorporation of Asia-Pacific priorities into global processes such as those that resulted in the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing and the International Conference on Population and Development.

16.85 To contribute to the realization of inclusive and equitable societies that empower, protect and leave no one behind in the area of social protection, the subprogramme will provide assistance to Asia-Pacific Governments in implementing the modality for strengthening regional cooperation on social protection in Asia and the Pacific. The subprogramme will also develop new and innovative analytical products and capacity development tools. This work is expected to result in enhanced skills and knowledge for countries to design and implement inclusive social protection policies, thereby contributing to the achievement of Goals 1, 3, 5, 8, 10 and 17 of the 2030 Agenda. Past results in this area include increased access to tools for countries in the Asia-Pacific region to build inclusive social protection systems, such as the Social Protection Toolbox, and the convening of the first meeting of the Group of Experts for Strengthening Regional Cooperation on Social Protection in Asia and the Pacific in response to the recommendation made by the Committee on Social Development at its fifth session.

16.86 To contribute to the realization of inclusive and equitable societies that empower, protect and leave no one behind in the area of disability, 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 focus on conducting analytical and research work and providing capacity-building support to member States in Asia and the Pacific on building disability-inclusive societies. This work is expected to result in informed intergovernmental dialogues and to assist member States in the achievement of Goals 1, 4, 8, 10, 11 and 17. Past results in this area include the adoption of the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy at the high-level intergovernmental meeting on the midpoint review of the Asian and Pacific Decade of Persons with Disabilities, 2013–2022. Both the Incheon Strategy and the Beijing Declaration and Action Plan provide Governments with strategic guidance in support of their endeavour to work towards the full and effective implementation of the Decade.

16.87 To contribute to the realization of inclusive and equitable societies that empower, protect and leave no one behind in the area of gender equality and the empowerment of women, the subprogramme will follow up on the outcomes of the Asia-Pacific regional 25-year review of the implementation of the Beijing Declaration and Platform for Action, by supporting Asia-Pacific Governments in addressing critical concerns and undertaking priority actions to accelerate the implementation of the Beijing Declaration and Platform for Action. The subprogramme will also provide technical assistance in developing gender-responsive policies in the context of economic empowerment and entrepreneurship for women. This work is expected to

result in the provision of support for gender-responsive business development and investment policies and programmes and thereby to contribute to the achievement of Goals 1, 5, 8, 10 and 17 of the 2030 Agenda. Past results in this area include the adoption of a ministerial declaration, which included strengthened regional commitments to accelerate the implementation of the Beijing Declaration and Platform for Action and the 2030 Agenda, at the Asia-Pacific Ministerial Conference on the Beijing+25 Review.

Planned results for 2021

Result 1: inclusive national policies to protect and empower vulnerable and marginalized groups (result carried over from 2020)

16.88 The subprogramme will continue the work related to realizing inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific, in line with its mandate, and will assist countries in creating an enabling environment that takes into account the needs of vulnerable and marginalized groups, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.14
Performance measure

2017	2018	2019	2020	2021
N/A	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 developing solid evidence bases	ESCAP member States develop and implement an increased number of evidence-informed socially inclusive policies to ensure that no one is left behind	At least six ESCAP member States adopt and implement policies that realize inclusive and equitable societies that protect, empower and leave no one behind

Abbreviation: N/A, not applicable.

Result 2: developing and implementing a modality for strengthening regional cooperation on social protection in Asia and the Pacific (new result)

16.89 The subprogramme has been working on strengthening the national capacities of Asia-Pacific countries to develop comprehensive social protection systems that provide support for all, including those furthest behind, over the life cycle. In this context, ESCAP member States, at the fifth session of the Committee on Social Development, requested the ESCAP secretariat to explore and develop a modality for strengthening regional cooperation on social protection, in collaboration with other United Nations entities.

Internal challenge and response

16.90 The challenge for the subprogramme was that the development of a regional cooperation modality for social protection required consideration of a broad range of

social and economic issues. In response, the subprogramme will coordinate closely with development partners in supporting Asia-Pacific countries to develop and implement a viable modality for strengthening regional cooperation on social protection.

16.91 The subprogramme will also continue to develop innovative analytical products and capacity development tools on social protection. Through these products, the subprogramme will aim to strengthen further the national capacities of Asia-Pacific countries to develop comprehensive social protection systems, including through peer learning and knowledge-sharing.

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

16.92 This work is expected to contribute to the realization of inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific in the area of social protection, which would be demonstrated by the use of capacity development tools on social protection following the adoption of the regional modality on social protection.

Table 16.15
Performance measure

2017	2018	2019	2020	2021
Policymakers in Asia and the Pacific enhance their understanding of social protection through the ESCAP Social Protection Toolbox, policy guides and analytical studies	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 regional modality on social protection is 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

Legislative mandates

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

General Assembly resolutions

49/128	Report of the International Conference on Population and Development	73/326	Format and organizational aspects of the international migration review forums
65/234	Follow-up to the International Conference on Population and Development beyond 2014	74/121 74/122	Policies and programmes involving youth
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding		Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/4	Declaration of the High-level Dialogue on International Migration and Development	74/125	Follow-up to the Second World Assembly on Ageing
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
73/195	Global Compact for Safe, Orderly and Regular Migration		
73/241	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	2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002	2018/8	Future organization and methods of work of the Commission on the Status of Women
2016/25	Future organization and methods of work of the Commission on Population and Development	2019/4	Future organization and methods of work of the Commission for Social Development

Economic and Social Commission for Asia and the Pacific resolutions and decisions

66/12	Sixth Asian and Pacific Population Conference	69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region	70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific
67/6	Enhancing accessibility for persons with disabilities at ESCAP	71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment
67/8	Strengthening social protection systems in Asia and the Pacific	74/7	Towards disability-inclusive sustainable development: implementation of the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy
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	74/11	Strengthening regional cooperation to tackle inequality in all its forms in Asia and the Pacific
68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014	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
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013–2022	Decision 75/7	Report of the Midterm Review of the Asia and Pacific Ministerial Declaration on Population and Development including the Chair's summary
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		

Deliverables

16.94 Table 16.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.16

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	1	6	3
1. Reports for ESCAP	1	–	1	3
2. Reports for the Committee on Social Development	–	–	2	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
3. Reports for intergovernmental meetings on social development	1	1	3	–
Substantive services for meetings (number of three-hour meetings)	24	23	34	18
4. Meetings of the Committee on Social Development	–	–	6	–
5. Intergovernmental meetings on social development	6	6	6	–
6. Meetings of the Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2013–2022	–	–	4	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	–
9. Expert group meetings on disability inclusion	4	4	–	4
10. Expert group meetings on social policies	12	12	8	4
11. Expert group meetings on population	–	–	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	9	8	9
12. Capacity-building projects on gender equality	1	3	3	4
13. Capacity-building projects on population	4	2	1	1
14. Capacity-building projects on disability inclusion	1	3	3	3
15. Capacity-building projects on inequality	1	1	1	1
Publications (number of publications)	3	2	5	1
16. Publications on gender equality	1	1	1	–
17. Publications on disability inclusion	1	1	–	1
18. <i>Social Outlook for Asia and the Pacific</i>	1	–	1	–
19. Publication on migration	–	–	1	–
20. <i>Asia-Pacific Sustainable Development Journal</i>	–	–	2	–
Technical materials (number of materials)	13	13	12	11
21. Policy papers on gender equality	–	1	1	1
22. Policy papers on disability inclusion	1	1	1	1
23. Policy papers on population	3	2	2	2
24. Policy papers on inequality	4	4	3	2
25. Datasheets on population	1	1	1	1
26. Policy briefs on social development	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advisory support to the task forces of the ESCAP Sustainable Business Network.				
Databases and substantive digital materials: online databases and resource facilities on social development; substantive blog posts for the ESCAP website.				
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: updating and maintenance of web pages of the subprogramme for the ESCAP website; inputs for ESCAP social media platforms.				

Subprogramme 7

Statistics

Objective

16.95 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

16.96 To contribute to the improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific, 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). This work is expected to result in more detailed and timely data and statistics, accessible in a more efficient way. Data and statistics to inform strategies to sustainably recover from the COVID-19 pandemic and resulting socioeconomic shocks will be given due attention. Past results in this area include enhanced capacity of member States in compiling environmental-economic accounts, including ocean accounts for Sustainable Development Goal 14, with support from ESCAP, and a training programme, supported by the Statistical Institute for Asia and the Pacific, on innovations in the use of new data sources and methodologies for statistics on the Sustainable Development Goals. The subprogramme also plans to develop, deploy and expand the use of tools such as “Every policy is connected”. This work is expected to result in the collective development of sustainable national indicator frameworks in line with universal guiding principles and frameworks and to lead to improved user engagement, stronger policy-data links for decision-making and supportive and well-coordinated policy environments for the improved production and use of quality data and official statistics. Stronger policy-data links will support member States in further refining their strategies to recover from the COVID-19 pandemic and will support progress towards achieving the Goals. Past results in this area include indicator frameworks for several sectoral plans, such as transport in Samoa, and, in the Philippines, for the economic empowerment of women.

16.97 Furthermore, the subprogramme will continue to provide statistical products and services, such as the *Asia and the Pacific SDG Progress Report* and the Asia-Pacific Sustainable Development Goal Gateway, that make regional data and official statistics accessible and enable assessment of progress in the Asia-Pacific region towards the Sustainable Development Goals. In addition, the subprogramme will continue to develop or support the production of knowledge products in the form of research papers, working papers, statistics briefs and blogs to raise awareness and share knowledge and experience around official statistics.

16.98 The subprogramme will also continue to 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.

Planned results for 2021

Result 1: stronger policy-data links for better decision-making (result carried over from 2020)

16.99 The subprogramme will continue the work related to the improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific, in line with its mandate, and will support countries in building their capacity to strengthen their national statistical systems, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 16.17
Performance measure

2017	2018	2019	2020	2021
N/A	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	At least five countries demonstrating strengthened statistical systems in the account of progress prepared for the seventh session of the ESCAP Committee on Statistics, in 2020	Further national implementation of the commitments contained in the Declaration

Abbreviation: N/A, not applicable.

Result 2: Asia-Pacific countries take steps to transform their statistical systems: the case of Bhutan (new result)

16.100 The subprogramme has been working in several countries to enhance national statistical capacity and to encourage and support the use of administrative data and new data sources to produce official statistics, which can lead to more granular and timely data and official statistics. These enhancements are in line with the Declaration on Navigating Policy with Data to Leave No One Behind and are geared towards supporting countries in the implementation of national commitments. The national statistical system of Bhutan is one that ESCAP is supporting substantially. Since 2018, ESCAP has been a signatory to the United Nations Sustainable Development Cooperation Framework 2019–2023 of Bhutan, and has provided support in particular with respect to data and statistics. The desired outcome by 2023 is enhanced access to and use of reliable and timely data for inclusive and evidence-based policymaking and decision-making in the country. The workplan aims to strengthen the integration, monitoring and reporting of the country's five-year plans and progress towards the Sustainable Development Goals and to produce disaggregated data on gender, vulnerable groups, multi-hazard preparedness and risk reduction and ensure that such data are used effectively.

16.101 The subprogramme has shifted its approach and placed greater emphasis on strengthening national statistical systems to produce official statistics by using administrative data, such as through the harmonization of classifications used by government entities, in particular the International Standard Industrial Classification, and the use of civil registration data for producing vital statistics, instead of relying

only on traditional data production methods such as censuses and surveys conducted by the national statistical office. As part of this shift, the subprogramme also strives to mainstream gender perspectives, for instance through the use of civil registration data, including marriage and divorce registration, disaggregated by sex and age, which is crucially important to the public health programme development and targeted interventions, including on gender-related issues.

Internal challenge and response

16.102 The challenge for the subprogramme was to trigger and support the enhancement of the institutional strength, legislative frameworks and coordination mechanisms in place within the country for increased and improved use by the national statistical office of data sources generated by components of the national data system to produce official statistics. In response, the subprogramme will focus on working closely with the United Nations Resident Coordinator and the United Nations country team on institutional strengthening across the statistical system of Bhutan, supporting the chief statistician of Bhutan in his role as coordinator of the statistical system of Bhutan, developing and deploying opportunities to share regional knowledge and experience, and reaching out to development partners with the expertise and experience needed to support outcomes of the Cooperation Framework of Bhutan. In this regard, the subprogramme will support the Government of Bhutan in discussions to modernize statistical legislation.

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

16.103 This work is expected to contribute to the improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific, which would be demonstrated by the further implementation of the national commitments contained in the Declaration. In the case of Bhutan, this would include increased and improved use by the National Statistics Bureau of Bhutan of data sources generated by components of the data ecosystem of Bhutan to produce official statistics, following the adoption of modernized statistical legislation and the further use of administrative data and new sources of data to produce official statistics in support of the five-year plan and for the achievement of the Sustainable Development Goals.

Table 16.18
Performance measure

2017	2018	2019	2020	2021
N/A	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	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 prepared for the seventh session of the Committee on Statistics	Further implementation of the national commitments contained in the Declaration

Abbreviation: N/A, not applicable.

Legislative mandates

16.104 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	2013/21	Fundamental Principles of Official Statistics
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

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

16.105 Table 16.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.19

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	1
1. Reports for ESCAP	1	1	2	1
2. Report for the Committee on Statistics	–	–	1	–
3. Report for the Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	–	–	1	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Substantive services for meetings (number of three-hour meetings)	21	17	45	15
4. Meetings of the Committee on Statistics	—	—	6	—
5. Meetings of the Governing Council of the Statistical Institute for Asia and the Pacific	3	3	3	3
6. Meetings of the United Nations Special Programme for the Economies of Central Asia Project Working Group on Statistics	6	2	6	—
7. Expert group meetings on the use of non-traditional and complementary data sources in official statistics	—	—	6	6
8. Meetings of the Regional Steering Group for Civil Registration and Vital Statistics in Asia and the Pacific	6	6	6	6
9. Expert group meetings on strengthening national statistical systems for enhanced quality and trust in official statistics	—	—	6	—
10. Meetings of the Expert Group on Disaster-related Statistics in Asia and the Pacific	6	6	6	—
11. Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	—	—	6	—
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	5
12. Capacity-building projects on statistics	5	5	5	5
Publications (number of publications)	1	1	1	1
13. <i>Asia and the Pacific SDG Progress Report</i>	1	1	1	1
Technical materials (number of materials)	1	2	2	2
14. Statistical briefs and working papers	1	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory support to 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.				
Databases and substantive digital materials: ESCAP statistical database; database on statistical training materials and resources; substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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: updating and maintenance of web pages of the subprogramme for the ESCAP website; inputs for ESCAP social media platforms.				

Subprogramme 8

Subregional activities for development

Component 1

Subregional activities for development in the Pacific

Objective

16.106 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

16.107 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including building resilience to climate change, the component, in cooperation with subprogrammes 4 and 6, will facilitate subregional dialogues among member States on policy and legal challenges to climate-related migration and displacement, in cooperation with other United Nations entities in the Pacific, such as the United Nations Resident Coordinator Office, the International Organization for Migration and the International Labour Organization; subregional organizations of the Pacific, such as the Pacific Islands Forum secretariat and the Pacific Community; and civil society. This work is expected to result in more effective subregional responses to climate change-related human security issues. Past results in this area include increased attention accorded to climate-related human mobility and displacements in Pacific subregional policy frameworks, such as the *Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) 2017–2030*, and the commitment to human security made by Pacific Islands Forum leaders in the Boe Declaration on Regional Security.

16.108 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including sustainable ocean management, the component, in cooperation with subprogramme 7, will continue to 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. This work is expected to result in improved data availability for evidence-based policymaking on ocean management. Past results in this area include the development and release of accounts for the first time in four Pacific island countries (Fiji, Micronesia (Federated States of), Palau and Samoa) and diagnostic readiness assessments for the System of Environmental-Economic Accounting in five Pacific island countries (Fiji, Micronesia (Federated States of), Palau, Samoa and Vanuatu).

16.109 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including reducing inequalities, the component, in cooperation with subprogramme 6, will continue to provide technical assistance to Pacific 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. These efforts are expected to result in 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. Past results in this area include policies and legislative compliance in support of gender equality and disability rights in the Pacific subregion, in line with the Convention on the Rights of Persons with Disabilities, the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, and the Asia-Pacific Declaration on Advancing Gender Equality and Women's Empowerment: Beijing+25 Review. This will help member States in the achievement of Sustainable Development Goal 5, in particular target 5.a on equal rights to economic resources and target 5.c on strengthening sound policies and enforceable legislation for the promotion of gender equality.

16.110 The component will continue to 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 Goal 10 (reduced

inequalities), Goal 13 (climate action), Goal 14 (life below water) and Goal 17 (partnerships for the Goals).

Planned results for 2021

Result 1: strong national sustainable development indicator sets for follow-up and review (result carried over from 2020)

16.111 The component will continue the work related to the acceleration of progress towards sustainable development, in line with its mandate, and will support countries in leveraging frameworks that accelerate subregional development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the component level that is composed solely of the objectives.

Table 16.20
Performance measure

2017	2018	2019	2020	2021
N/A	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 sustainable development frameworks supported by localized indicators	Strengthened subregional data ecosystem to produce harmonized and integrated data to guide policy planning, implementation and monitoring

Abbreviation: N/A, not applicable.

Result 2: Pacific small island developing States advance cooperation for climate change-related displacement and migration (new result)

16.112 In the Boe Declaration on Regional Security, Pacific Islands Forum leaders identified climate change as the single greatest threat to the livelihoods, security and well-being of people in the subregion. The component has been working on the development of national and regional actions to support countries in addressing challenges related to migration, displacement and relocation resulting from climate change, with a focus on the low-lying atoll nations of Kiribati, the Marshall Islands and Tuvalu. National action plans had been developed in Kiribati and Tuvalu with financial and technical support from ESCAP. The plans were aligned with climate change policies and national sustainable development planning, including budgetary processes, to build the resilience of vulnerable communities through the establishment of safe and regularized migration channels. In 2016, senior officials at a meeting convened by ESCAP and the Pacific Islands Forum secretariat called for the establishment of a regional framework on climate change-related displacement and migration. In 2018 and 2019, ESCAP facilitated policy discussion in these focus

countries on national policy and protection gaps for vulnerable communities. Small island developing States are among the most likely to be affected by climate-induced displacement and are on the front line of climate insecurity with regard to displacement and migration. The work of ESCAP in this area is guided by the expanded concept of security, inclusive of human security, to address climate change challenges as endorsed by leaders in the Boe Declaration.

Internal challenge and response

16.113 The challenge for the component was the difficulty of supporting discussions with a view to achieving a common understanding of the policy and legal challenges facing countries with regard to migration and displacement in the subregion. Pacific small island developing States differ in their positions on understanding and conceptualizing migration in the context of climate change adaptation, the human security risks they may face in the medium term (5–10 years) and the regional actions needed to address those risks. The complexity of the issues and political risks makes it more important that the process be driven by member States to ensure its continuity. In response, the component will establish a subregional dialogue platform for member State-led deliberation on subregional actions that can address legal and policy gaps on climate change-related migration and displacement to protect vulnerable communities. The platform will consist of a series of meetings of senior officials followed by a ministerial discussion with a view to supporting the development of a regional declaration on climate change-related migration in which human rights-based guiding principles are established to empower and protect communities vulnerable to climate change displacement. Moreover, given that women and men have different experiences at every stage of the migration cycle, whether the migration is informal or regularized, the component will seek to promote gender equality and migration approaches that are consistent with the Convention on the Elimination of All Forms of Discrimination against Women and that contribute to the achievement of target 8.8 of the Sustainable Development Goals, on the rights of migrants, particularly women, and target 17.18, on the availability of high-quality, timely and reliable data disaggregated by gender and migratory status, among other characteristics.

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

16.114 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, including building resilience to climate change, which would be demonstrated by the adoption of a declaration by five States of the subregion. Such a declaration would show an evolving subregional consensus on a subregional normative policy and legal framework that empowers and protects communities vulnerable to climate change displacement.

Table 16.21
Performance measure

2017	2018	2019	2020	2021
Governments accord priority to a regional framework for climate change-related migration, planned relocation, resettlement and	Climate change is recognized by Pacific Islands Forum leaders in the Boe Declaration on Regional Security as the single greatest	In the Boe Declaration Action Plan, climate security and human security are identified as	Governments agree on the scope of provisions of a declaration on climate change-related migration and displacement to	Governments of Pacific island countries advance cooperation on climate change-related migration, displacement and

2017	2018	2019	2020	2021
displacement in the Pacific	threat to the livelihoods, security and well-being of people in the Pacific	priorities for Pacific island countries	promote climate security in low-lying States, with support from civil society	relocation and agree on guiding principles for national legal and policy responses

Legislative mandates

16.115 The list below provides all mandates entrusted to the component.

General Assembly resolutions

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

16.116 Table 16.22 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.22

Subprogramme 8, component 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	4	8	4
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	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	2	2
4. Capacity-building projects on institutional programmatic priorities of ESCAP in the Pacific	1	1	1	1
5. Capacity-building projects on economic and social development	1	2	1	1
Publications (number of publications)	1	1	—	1
6. Publication on sustainable development in the Pacific	1	1	—	1
C. Substantive deliverables				
Databases and substantive digital materials: web pages on economic and social development in the Pacific region; and substantive blog posts for the ESCAP website.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
D. Communication deliverables				
External and media relations: press releases and op-ed articles on the work and activities of the subprogramme component.				
Digital platforms and multimedia content: updating and maintenance of web pages of the subprogramme component for the ESCAP website; and inputs for ESCAP social media platforms.				

Component 2

Subregional activities for development in East and North-East Asia

Objective

16.117 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

16.118 The component will place emphasis on the promotion of cooperation among member States, regional entities and other partners working on the sustainable development of East and North-East Asia, including through the implementation of programmes on sustainable connectivity, environmental sustainability, and innovation for inclusive and resilient societies, in cooperation with relevant subprogrammes.

16.119 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including sustainable connectivity, the component, in cooperation with relevant subprogrammes, will facilitate 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. This work is expected to result in policy coherence and the integration of connectivity initiatives, for example with regard to trade and transport facilitation. Past results in this area include the establishment of the North-East Asia Regional Power Interconnection and Cooperation Forum as a regular forum.

16.120 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including environmental sustainability, the component, in cooperation with subprogramme 4, will strengthen subregional platforms, such as the North-East Asian Subregional Programme for Environmental Cooperation and the North-East Asia Clean Air Partnership, by enhancing the technical and institutional capacities of subregional platforms. This work is expected to result in coordinated actions among stakeholders and governments to counter common environmental challenges. Past results in this area include the adoption by the Commission, at its seventy-fifth session, of its resolution 75/4 on strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific, building on subregional initiatives such as the North-East Clean Air Partnership.

16.121 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including innovation for inclusive and resilient societies, the component,

together with relevant subprogrammes, will facilitate subregional cooperation on science, technology and innovation policies and support stakeholders in developing policies and programmes to promote gender equality and inclusion in the technology industry and science, technology and innovation for ageing societies and disaster resilience. This work is expected to result in enhanced knowledge-sharing on and use of science, technology and innovation in building inclusive and resilient societies in the subregion. Past results in this area include enhanced monitoring of droughts in Mongolia as a showcase for wider application.

16.122 The strategy will be delivered by supporting and promoting intergovernmental processes on sustainable connectivity, environmental sustainability, and innovation for inclusive and resilient societies in East and North-East Asia, contributing mainly to the achievement of targets 3.9, 5.c, 7.2, 9.1, 10.2, 11.b, 13.2, 14.2, 15.3, 17.3 and 17.6 of the Sustainable Development Goals. The component will further build the capacity of member States to identify subregional challenges and opportunities and apply best practices. This work is expected to result in the more effective formulation and implementation of policies and strategies consistent with 2030 Agenda, including through the North-East Asia Multi-stakeholder Forums on Sustainable Development Goals.

Planned results for 2021

Result 1: subregional intergovernmental policy dialogue on integrated trade and transport facilitation (result carried over from 2020)

16.123 The component will continue the work related to strengthening regional cooperation and integration for sustainable connectivity, in line with its mandate, and will support dialogue among member States on trade and transport facilitation for improved connectivity, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the component level that is composed solely of the objectives.

Table 16.23
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of dialogue between subregional governmental bodies	Lack of a structured subregional intergovernmental body	Establishment of a formal subregional intergovernmental policy dialogue 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

Abbreviation: N/A, not applicable.

Result 2: strengthening coordination between trade and transport facilitation in East and North-East Asia (new result)

16.124 The component has been working on promoting sustainable connectivity in East and North-East Asia, including through trade facilitation and transport facilitation. Initiatives facilitated by ESCAP, including the Framework Agreement on

Facilitation of Cross-border Paperless Trade in Asia and the Pacific, the Intergovernmental Agreement on International Road Transport along the Asian Highway Network and the Intergovernmental Agreement on the Trans-Asian Railway Network, have advanced in East and North-East Asia. The component has supported the sharing of knowledge and best practices on trade facilitation and transport facilitation in East and North-East Asia through subregional seminars and policy dialogues. The component has also utilized partnerships with subregional entities and national institutions and conducted joint activities to raise awareness about the importance of connectivity in the subregion and to strengthen support for ESCAP-facilitated initiatives on trade facilitation and transport facilitation. For instance, ESCAP has collaborated with the Greater Tumen Initiative in organizing separate subregional seminars on trade facilitation and on transport issues, which are regularly held in conjunction with annual meetings of the Initiative and attended by government officials, experts and practitioners involved in trade and transport. These seminars provide a platform for dialogue and cooperation on advancing trade facilitation by strengthening transport connectivity in the subregion. Trade officials from member countries of the Initiative are considering working closely with other priority sectors, including transport, on the next steps in the implementation of the Initiative's road map for trade and investment cooperation.

Internal challenge and response

16.125 The challenge for the component was that while diverse activities had been conducted in the areas of trade facilitation and transport facilitation, the opportunities and synergies between the two areas had not been jointly promoted by the component. In response, and given that opportunities exist to further foster the synergies between these two key areas of regional connectivity in North-East Asia, for instance on cross-border institutional coordination and cross-border information exchange, the component will promote trade facilitation and transport facilitation in an integrated and coordinated manner across government units at the national level and in a subregional context to attract more officials and stakeholders working on trade and transport.

16.126 A more integrated approach to trade facilitation and transport facilitation will provide an enabling environment to optimize the impact of regional connectivity, including by broadening the reach of economic activities and access to services that accompany stronger economic performances, such as increased trade in goods and services in the subregion and higher employment in the trade sector and its ancillary activities.

16.127 Building on a planned subregional study which will provide an evidence-based reference point on synergies between trade facilitation and transport facilitation, and on the collective engagement of trade and transport officials through subregional policy dialogue on trade and transport facilitation in 2020, planned deliverables in 2021 include a subregional workshop on operationalizing joint initiatives that reflect policy coordination on trade and transport.

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

16.128 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of East and North-East Asia, including sustainable connectivity, which would be demonstrated by at least one additional initiative among East and North-East Asian countries reflecting policy coordination on trade and transport facilitation.

Table 16.24
Performance measure

2017	2018	2019	2020	2021
Member States promote trade and transport facilitation through separate initiatives such as the adoption of Commission resolution 73/4 on the implementation of the Ministerial Declaration on Sustainable Transport Connectivity in Asia and the Pacific	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 engage in intergovernmental policy dialogues on trade and transport facilitation in a joint manner	Member States implement initiatives reflecting policy coordination on trade and transport facilitation

Legislative mandates

16.129 The list below provides all mandates entrusted to the component.

General Assembly resolutions

63/260 Development-related activities

Economic and Social Commission for Asia and the Pacific resolutions

75/4 Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific

Deliverables

16.130 Table 16.25 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.25
Subprogramme 8, component 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	11	13	11	11
2. Expert group meetings on policy and programme options to address emerging economic and social development issues in East and North-East Asia	4	6	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	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	3	2	2
5. Capacity-building projects on institutional programmatic priorities of ESCAP in East and North-East Asia	1	2	1	1
6. Capacity-building projects of the North-East Asian Subregional Programme for Environmental Cooperation	—	1	1	1
Publications (number of publications)	—	—	1	—
7. Publications on sustainable development of North-East Asia	—	—	1	—
C. Substantive deliverables				
Databases and substantive digital materials: web page on economic and social development in East and North-East Asia; 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; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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 component.				
Digital platforms and multimedia content: updating and maintenance of web pages of the subprogramme component for the ESCAP website; and inputs for ESCAP social media platforms.				

Component 3

Subregional activities for development in North and Central Asia

Objective

16.131 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

16.132 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including sustainable connectivity, the component, in cooperation with subprogrammes 2 and 3, will encourage subregional dialogue through the thematic working groups of the United Nations Special Programme for the Economies of Central Asia. This work is expected to result in enhanced ownership by member States of programmes to improve trade and transport facilitation as well as energy and ICT connectivity, contributing mainly to Sustainable Development Goal 7 (affordable and clean energy), Goal 8 (decent work and economic growth), Goal 9 (industry, innovation and infrastructure) and Goal 11 (sustainable cities and communities). Past results in this area include the recognition by

the Governing Council of the Special Programme of the need to redouble efforts in strengthening connectivity in trade, transport, energy and ICT.

16.133 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including economic transformation, the component, in cooperation with subprogramme 1, 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. This work is expected to result in an enhanced understanding of policy options for economic transformation in the subregion, contributing mainly to Sustainable Development Goal 8 (decent work and economic growth), in particular target 8.2, to achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors. Past results in this area include the recognition by the Economic Forum of the United Nations Special Programme for the Economies of Central Asia that the acceleration of structural economic transformation is a fundamental condition for the implementation of the 2030 Agenda and for increasing shared prosperity.

16.134 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including social inclusion and resilience, the component will mainstream social and environmental dimensions and mainstream a gender perspective into its analytical work on the Sustainable Development Goals acceleration framework for North and Central Asia and will continue its support for the subregional implementation of the 2030 Agenda, through collaboration with other subprogrammes and United Nations entities. This work is expected to result in strengthened contributions of the above-mentioned priorities to the development of countries in North and Central Asia, contributing to related Sustainable Development Goals.

16.135 To contribute to strengthened regional cooperation and integration for sustainable development through follow-up and review of the 2030 Agenda, the component will organize annual expert group meetings on sustainable development and support voluntary national review processes at the request of member States. This work is expected to improve knowledge-sharing and cooperation among member States for the preparation of their voluntary national reviews, contributing mainly to Sustainable Development Goal 17 (partnerships for the Goals), in particular target 17.16, to enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources, to support the achievement of the Goals in all countries, in particular developing countries. Past results in this area include the exchange of best practices and methodologies for the preparation and follow-up of voluntary national reviews through a twinning programme involving four countries and facilitated by ESCAP.

Planned results for 2021

Result 1: enhanced structural economic transformation through policy advice and dialogue (result carried over from 2020)

16.136 The component will continue the work related to strengthening regional cooperation and integration for economic transformation, in line with its mandate, and will support countries in the creation of holistic approaches and enabling environments for sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the component level that is composed solely of the objectives.

Table 16.26
Performance measure

2017	2018	2019	2020	2021
N/A	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	References to a more integrated approach to structural economic transformation in national strategic documents and in statements at intergovernmental meetings	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

Abbreviation: N/A, not applicable.

Result 2: accelerate action and generate solutions to address gaps in implementing the 2030 Agenda for Sustainable Development in North and Central Asia (new result)

16.137 Recognizing the urgent need to accelerate action at all levels and by all stakeholders while gearing up for a decade of action and delivery for sustainable development, the component will continue to engage member States, civil society, the private sector and other stakeholders in implementing the 2030 Agenda. The component has been working to assist member States in North and Central Asia in their implementation of the 2030 Agenda through economic transformation. Recalling the priorities of member States highlighted during the North and Central Asia Multi-stakeholder Forum on Implementation of the Sustainable Development Goals, among others, and recognizing the multidimensional aspect of the 2030 Agenda, the component will generate solutions through the consideration and adoption of the Sustainable Development Goals acceleration framework for North and Central Asia, in alignment with the priority areas iterated in the objective, moving beyond economic transformation to embrace social inclusion and resilience with a view to addressing gaps in implementing the 2030 Agenda in the subregion.

Internal challenge and response

16.138 The challenge for the component was to support the holistic achievement of the Sustainable Development Goals in a manner that would reflect a multi-stakeholder view. In response, the component will expand collaboration and engagement with other United Nations entities, such as the United Nations Special Programme for the Economies of Central Asia, and with existing intergovernmental and subregional platforms to ensure the facilitation of a multi-stakeholder process and engagement in accelerating the implementation of the 2030 Agenda.

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

16.139 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development in North and Central Asia, which would be demonstrated by member States in the subregion recognizing the Sustainable Development Goals acceleration framework for North and Central Asia and at least two of them using the framework to initiate actions for accelerating progress towards the achievement of the Sustainable Development Goals.

Table 16.27
Performance measure

2017	2018	2019	2020	2021
<ul style="list-style-type: none"> • Initiatives to align subregional and national frameworks with the Sustainable Development Goals, such as the adoption by the Governing Council of the United Nations Special Programme for the Economies of Central Asia of the 2018–2019 workplan, which was aligned with the 2030 Agenda • Endorsement by the Governing Council of the recommendations of the Economic Forum of the Special Programme, organized on the theme of innovation for the Sustainable Development Goals in the region, including aligning national development plans with the Sustainable Development Goals 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • References to a more integrated approach to economic transformation are made in national strategic documents and in statements at intergovernmental and subregional meetings 	<ul style="list-style-type: none"> • Member States in the subregion agree on a set of key drivers to accelerate progress towards the achievement of the Sustainable Development Goals

Legislative mandates

16.140 The list below provides all mandates entrusted to the component.

General Assembly resolutions

63/260 Development-related activities

Deliverables

16.141 Table 16.28 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.28

Subprogramme 8, component 3: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	13	12	12
2. Meetings of the Governing Council of the United Nations Special Programme for the Economies of Central Asia	1	2	1	1
3. Meetings of the Economic Forum of the United Nations Special Programme for the Economies of Central Asia	3	3	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	4	4	4
5. Expert group meetings on sustainable development in North and Central Asia	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	–
6. Capacity-building projects on regional cooperation and integration for the landlocked and transit developing countries	1	1	1	–
Publications (number of publications)	1	1	–	–
7. Publications on the sustainable development of North and Central Asia	1	1	–	–
Technical materials (number of materials)	1	–	1	1
8. Technical materials on regional cooperation and integration for the landlocked and transit developing countries	1	–	1	1
C. Substantive deliverables				
Databases and substantive digital materials: web page on economic and social development in North and Central Asia; fact sheets on North and Central Asia; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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 component.				
Digital platforms and multimedia content: updating and maintenance of web pages of the subprogramme component for the ESCAP website; and inputs for ESCAP social media platforms.				

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

16.142 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

16.143 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-

West Asia, including sustainable connectivity, the component will collaborate with other subprogrammes, relevant agencies of the member States and subregional organizations to implement the programmes and activities of ESCAP in the subregion in the areas of trade and investment facilitation; science, technology and innovation; transport; ICT connectivity; road safety; and the clean energy transition. This work is expected to result in increased connectivity in the subregion, especially for landlocked developing countries (Afghanistan, Bhutan and Nepal) and with the contiguous subregions of South-East Asia and North and Central Asia. The component will also provide a platform for subregional dialogue and knowledge-sharing to facilitate the transition towards sustainable energy systems and enhance resilience to climate change and natural disasters. Past results in this area include the implementation of partnerships and cooperation between member States on regional railway connectivity, for example the memorandum of understanding between container companies in Bangladesh and India to establish a container train service between Dhaka and Kolkata, India.

16.144 To contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including women's economic empowerment, the component, in cooperation with other subprogrammes, will collaborate with 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. This work is expected to result in the 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. It will also help to advance poverty reduction through the generation of employment opportunities and incomes. Furthermore, as women entrepreneurs tend to employ more women workers, this work is likely to improve the female labour force participation rate in South Asia, which is among the lowest in the world. Past results in this area include the launch of the work on women's empowerment through a project on e-commerce capacity-building for women-led micro-, small and medium-sized enterprises in South Asia.

16.145 To contribute to regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including the sustainable graduation of the least developed countries, the component will collaborate with relevant subprogrammes, government agencies and think tanks to strengthen their institutional capacity for policy analysis and to take appropriate policy actions. This work is expected to result in the enhanced capacities of least developed countries in South Asia to accelerate progress towards the achievement of the Sustainable Development Goals and transition to sustainable graduation by 2024. Past results in this area include the identification of specific sustainable graduation challenges and the sharing among Bangladesh, Bhutan and Nepal of experiences, concerns, policy lessons and strategies in mitigating those challenges, with facilitation by ESCAP. In addition, the component has been delivering demand-driven assistance to Afghanistan and Bhutan to build analytical capacity to support the process of sustainable development through evidence-based policy analysis.

16.146 In working towards the achievement of the objective and to accelerate progress towards the achievement of the Sustainable Development Goals in South and South-West Asia, the component will collaborate with other subprogrammes; planning and statistical agencies of the member States, including national think tanks; United Nations country teams; and subregional organizations. The component will carry out analytical work and convene subregional consultations on the Sustainable Development 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, as well as to support country-level processes, such as the development and implementation of United Nations Sustainable Development Cooperation Frameworks. The component will also leverage the South Asia network on the Sustainable Development Goals, to be launched in 2020, to foster regional cooperation by sharing good practices on sustainable development.

16.147 The component's work will contribute to progress towards achieving the Sustainable Development Goals, including Goal 1 (no poverty), in particular targets 1.4, 1.a and 1.b; Goal 5 (gender equality), in particular targets 5.a to 5.c; Goal 7 (affordable and clean energy), in particular targets 7.a and 7.b; Goal 8 (decent work and economic growth), in particular targets 8.3 and 8.5; Goal 9 (industry, innovation and infrastructure), in particular targets 9.1, 9.3 and 9.c; Goal 10 (reduced inequalities), in particular targets 10.2 and 10.6; Goal 13 (climate action), in particular targets 13.1, 13.2 and 13.b; and Goal 17 (partnerships for the Goals), in particular targets 17.9, 17.16, 17.18 and 17.19.

Planned results for 2021

Result 1: regional cooperation for achieving the Sustainable Development Goals in South Asia (result carried over from 2020)

16.148 The component will continue the work related to strengthening regional cooperation and integration for sustainable development, in line with its mandate, and will support exchanges among countries in the subregion and promote the sharing of best practices to accelerate progress towards the achievement of the Sustainable Development Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the component level that is composed solely of the objectives.

Table 16.29
Performance measure

2017	2018	2019	2020	2021
N/A	Interest expressed by South Asian stakeholders in developing a cooperation mechanism for supporting the achievement of the Sustainable Development Goals	Specific areas identified for subregional cooperation in the implementation of the Sustainable Development Goals	Subregional mechanism established for sharing good practices and distilling evidence-based research findings and recommendations for uptake and use by policymakers	Member States in the subregion implement their national development frameworks in line with the evidence-based research findings and recommendations of ESCAP

Abbreviation: N/A, not applicable.

Result 2: least developed countries in South Asia are well equipped to mitigate graduation challenges (new result)

16.149 Three of the four least developed countries in South Asia, namely Bangladesh, Bhutan, and Nepal, have met the criteria for graduation from the category of least developed country following the triennial reviews conducted by the Committee for Development Policy in 2018 and will move towards graduation. While it is a

recognition of their socioeconomic development achievements, graduation from the category of least developed country also implies a possible disruption of the preferential market access and concessional financing available to these member States, including Aid for Trade privileges, beyond the end of a three-year transition period in 2021. This calls for the adoption of policies by these member States to minimize the risk of falling back into the category of least developed country.

16.150 The component has been assisting the three member States to respond to the graduation challenges through analytical work and a series of capacity-building activities, during which policymakers from the three countries discussed and identified specific sustainable graduation challenges, and to share their experiences, concerns, policy lessons and strategies in mitigating those challenges. To support evidence-based policymaking more broadly in least developed countries, the component organized capacity-building activities to equip the fledgling think tanks of Bhutan and Afghanistan with the analytical capacity to support the process of sustainable development through evidence-based policy analysis.

Internal challenge and response

16.151 The challenge for the component was coordinating the assistance that least developed countries in the subregion received from ESCAP sectoral subprogrammes to ensure maximum impact in supporting sustainable graduation from the category of least developed country. In response, the component will work in close cooperation with the Countries in Special Situations Section of ESCAP to ensure effective support is given to the least developed countries in the subregion. In addition, to enhance the capacity of least developed countries in South Asia to accelerate the progress towards the achievement of the Sustainable Development Goals and sustainable graduation, the component, in cooperation with relevant subprogrammes, will intensify assistance to Bangladesh, Bhutan and Nepal. Specifically, the component will assist in the formulation and implementation of road maps for sustainable graduation, including by identifying possible pathways for meeting the Sustainable Development Goal targets, and attribute due importance to specific challenges facing least developed countries that are also landlocked developing countries. More focused and tailor-made technical assistance and advice on trade policy options will be provided to them. The component will also provide a platform for the sharing of best practices for sustainable graduation. Assistance will be provided to these member States to review and renegotiate the bilateral and regional trade agreements of these countries to secure continued non-reciprocal market access and technical assistance from their regional trade agreement partners. In addition, the component will continue to strengthen the analytical capacity of the think tanks of Afghanistan and Bhutan to support the formulation of policies for accelerating progress towards the achievement of the Sustainable Development Goals, not only through research but also by assisting the Governments in holding stakeholder consultations and providing advisory services.

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

16.152 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including the sustainable graduation of the least developed countries, which would be demonstrated by their enhanced understanding of the imminent challenges and enhanced capacity to adopt policy strategies in the transition period to mitigate the challenges for smooth and sustainable graduation.

Table 16.30
Performance measure

2017	2018	2019	2020	2021
Bhutan and Nepal on track for graduation from the category of least developed country, having cleared the first stage of the graduation process by meeting the graduation criteria in the triennial review conducted by the Committee for Development Policy	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 are supported with tailor-made 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

Legislative mandates

16.153 The list below provides all mandates entrusted to the component.

General Assembly resolutions

63/260 Development-related activities

Deliverables

16.154 Table 16.31 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.31
Subprogramme 8, component 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	6	8	6
2. Expert group meetings on policy and programme options to address emerging sustainable development issues in South and South-West Asia	4	2	4	2
3. Expert group meetings on sustainable development in South and South-West Asia	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	–	1
4. Capacity-building projects on institutional programmatic priorities of ESCAP in South and South-West Asia	1	1	–	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Publications (number of publications)	–	–	1	–
5. Publications on sustainable development in South and South-West Asia	–	–	1	–
Technical materials (number of materials)	1	2	3	4
6. Development paper series on economic and social development	1	2	3	4
C. Substantive deliverables				
Databases and substantive digital materials: web page on economic and social development in South and South-West Asia; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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; and 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 component.				
Digital platforms and multimedia content: updating and maintenance of web pages of the subprogramme component for the ESCAP website; and inputs for ESCAP social media platforms.				

Component 5

Subregional activities for development in South-East Asia

Objective

16.155 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

16.156 The scope of the component is framed by the partnership between ASEAN and the United Nations to a significant extent. The component will support the implementation of the Plans of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations for the current period (2016–2020) and the succeeding period (2021–2025), as well as the complementarities road map for the period 2020–2025,¹¹ the preparation of which was noted by leaders at the Association of Southeast Asian Nations-United Nations Summit in 2019. These subregional processes represent opportunities to address the current challenges and priorities of ASEAN and the United Nations, and to continue working towards enhancing effective coordination among the various agencies and sectoral bodies while ensuring synergy in the implementation of the processes. The component will focus on the areas of sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and

¹¹ The complementarities road map serves as a guide for further advancing the complementarities initiative for the period 2020–2025. The complementarities initiative represents a commitment on the part of ASEAN and the United Nations to the implementation of two parallel but interrelated processes: the ASEAN Community Vision 2025 and the 2030 Agenda. To meet the goals of the two processes, focus is on the complementarities between them to deliver high-impact and inclusive benefits across a broad range of sustainable development priorities.

resilient development, which are identified in the complementarities road map as priority areas in which ESCAP can add value.

16.157 To contribute to strengthened 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, the component 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 ASEAN regional frameworks in collaboration with the sectoral subprogrammes of ESCAP. The component will 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.

16.158 In the area of sustainable connectivity, the work of the component, in cooperation with subprogramme 5, is expected to result in enhanced innovation, infrastructure and competitiveness in the ICT sectors of member States to support an economic and social transition towards a truly digital ASEAN. Past results in this area include enhanced capacity of ASEAN member States due to the implementation of initiatives such as the Commission's Women ICT Frontier Initiative in the subregion.

16.159 In the area of inclusive and equitable societies, the work of the component, in cooperation with subprogramme 6, is expected to result in enhanced dialogue on opportunities for fair and equitable access to social protection, especially for various vulnerable groups, and in member States improving disability statistics, ageing and disability policies and social protection costing. Past results in this area include subregional discussions on critical constraints facing women entrepreneurs in the context of the ASEAN Economic Community in a forum informed by the analytical work of ESCAP.

16.160 In the area of efficient management of natural resources, the work of the component, in cooperation with subprogramme 4, is expected to result in 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 (PM2.5 and PM10) and air quality management. Past results in this area include the promotion and dissemination of a sustainable approach to water supply, wastewater, energy and solid waste management through a series of ESCAP-organized events on integrated resource management, including a regional workshop in Indonesia on developing policy recommendations for integrated resource management at the national level.

16.161 In the area of resilient development, the work of the component, in cooperation with subprogrammes 4 and 5, is expected to result in improved policy coherence and synergized initiatives on disaster risk reduction and climate change adaptation and mitigation. Past results in this area include ASEAN member States taking disaster risk reduction policy decisions that were informed by analytical work such as the ESCAP-ASEAN joint study on drought resilience, entitled *Ready for the Dry Years: Building resilience to drought in South-East Asia – With a focus on Cambodia, Lao People's Democratic Republic, Myanmar and Viet Nam: 2020 update*.

Planned results for 2021

Result 1: enhanced subregional energy connectivity and accessibility (result carried over from 2020)

16.162 The component will continue the work related to strengthening regional cooperation and integration for sustainable connectivity, in line with its mandate, and will promote engagement and cooperation among countries to address energy challenges and increase energy connectivity and accessibility, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the component level that is composed solely of the objectives.

Table 16.32
Performance measure

2017	2018	2019	2020	2021
N/A	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	ASEAN member States agree on solutions to Goal 7-related challenges that can be implemented through subregional cooperation	ASEAN member States identify strategies to further advance power grid connectivity and energy access

Abbreviation: N/A, not applicable.

Result 2: strengthened cooperation and relations between the Association of Southeast Asian Nations and the Economic and Social Commission for Asia and the Pacific (new result)

16.163 Activities planned for 2021 are mainly focused on ASEAN-United Nations cooperation. The programme plan will strengthen assistance for member States in their implementation of the 2030 Agenda and support implementation of the complementarities road map and 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). Efforts will be made to ensure the successful implementation of activities and initiatives in the Plan of Action and the draft road map while strengthening relations with the ASEAN secretariat and ASEAN sectoral bodies and committees, including the Committee of Permanent Representatives to ASEAN. Enhanced engagement with the ASEAN dialogue and external partners will be pursued to complement the expertise of ESCAP and broaden the scope of assistance to ASEAN.

16.164 For instance, as a flagship initiative of the complementarities road map, the ASEAN Resource Panel will be established, with support from the component, following endorsement of the terms of reference and Panel members and experts in 2020. The secretariats of ESCAP and ASEAN serve as the secretariat of the Panel in order to support implementation of its activities. In addition to providing secretariat

support, ESCAP, together with other relevant United Nations entities, will provide experts on the management of natural resources to conduct analytical work related to the Panel's activities.

16.165 The component will also support knowledge-sharing among South-East Asia and other subregions with facilitation by ESCAP and other United Nations entities, as appropriate. For example, an event will be organized to showcase the ASEAN modality of cooperation in South-East Asia to other subregions in the Asia-Pacific region. The objective of the activity is to share best practices in implementing regional cooperation programmes and forming networks with officials from other subregional groupings, for example the South Asian Association for Regional Cooperation, the Pacific Islands Forum and the United Nations Special Programme for the Economies of Central Asia. The activity is aimed at bringing the various subregional groupings closer together through knowledge-sharing and possible joint collaborations. The component will deliver this work in conjunction with the South-South cooperation activities jointly organized by ESCAP and the United Nations Office for South-South Cooperation.

Internal challenge and response

16.166 The challenge for the component was the insufficient capacity for coordination at the institutional level, which is essential for tangible outcomes. In response, the component will mobilize additional resources needed to strengthen the policy environment in the subregion, including with the United Nations Office for South-South Cooperation and development cooperation agencies in ASEAN member States.

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

16.167 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development, which would be demonstrated by the increased number of joint activities organized by ASEAN and the United Nations.

Table 16.33
Performance measure

2017	2018	2019	2020	2021
• N/A	• Conceptualization of the draft complementarities road map for the period 2020–2025	<ul style="list-style-type: none"> • Noting of the complementarities road map 2020–2025 by ASEAN leaders • 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 	<ul style="list-style-type: none"> • Implementation of the road map, including the establishment of the ASEAN Resources Panel • Enhanced cooperation between ASEAN and other subregions, e.g., ASEAN event at the regional South-South cooperation meeting • Adoption of the Plan of Action 	• Implementation of the Plan of Action with an increased number of joint ASEAN-United Nations initiatives

Abbreviation: N/A, not applicable.

Legislative mandates

16.168 The list below provides all mandates entrusted to the component.

General Assembly resolutions

63/260 Development-related activities

Deliverables

16.169 Table 16.34 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.34

Subprogramme 8, component 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for ESCAP	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	4	8
2. Expert group meetings on policy and programme options to address emerging sustainable development issues in South-East Asia	4	4	—	4
3. Expert group meetings on sustainable development in South-East Asia	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	—	—	1
4. Capacity-building project on institutional programmatic priorities of ESCAP in South-East Asia	1	—	—	1
Technical materials (number of materials)	1	2	1	1
5. 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	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advisory services to prioritize areas of regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia; and meetings with ASEAN member States 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) to prioritize areas of cooperation in strengthening regional cooperation and integration for sustainable development.				
Databases and substantive digital materials: web page on economic and social development in South-East Asia; web page on partnership with ASEAN; and substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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 component.				
Digital platforms and multimedia content: updating and maintenance of web pages of the subprogramme component on the ESCAP website; and inputs for ESCAP social media platforms.				

Subprogramme 9 Energy

Objective

16.170 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

16.171 To contribute to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for renewable energy, the subprogramme will first focus on promoting heavily the share of renewable energy in the regional energy mix. The subprogramme will disseminate information on global trends and new developments in renewable energy technologies, policy tools and modalities for energy-related interventions. The subprogramme will help to ensure that the energy transition supports social development and inclusive economic growth. In partnership with international development agencies and development banks, such as the Asian Development Bank, the subprogramme will support countries in developing national road maps for energy planning to achieve Sustainable Development Goal 7 (Affordable and clean energy). This work is expected to result in 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 Goal 7 on the basis of each country's context and priorities. Past results in this area include the commitment by member States to accelerate progress on Goal 7 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. The Forum was informed by the report entitled *Energy Transition Pathways for the 2030 Agenda in Asia and the Pacific* prepared by the subprogramme.

16.172 To contribute to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for energy efficiency, the subprogramme will work with member States to help to identify gaps and opportunities in policies and standards for enhancing energy efficiency through research and capacity-building activities. Furthermore, the subprogramme will produce research and recommendations on sustainable cities to support energy efficiency in urban settings. This work is expected to result in the development of evidence-based policies and investment plans to promote energy efficiency for a transition towards low-carbon economies. Past results in this area include a knowledge product on assessing institutional arrangements for energy efficiency in the region.

16.173 To contribute to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for energy access, the subprogramme will support efforts to expand infrastructure, upgrade technology and improve policy mechanisms for supplying modern and sustainable energy service to all in the region. In collaboration with relevant agencies, donors, implementers and practitioners, the subprogramme will produce knowledge products on the long-term socioeconomic impacts of global programmes and policies to support access to electricity, and clean cooking fuels and technologies. Using this research, the subprogramme will host capacity-building activities and provide subregional and national policy recommendations. This work is expected to result in greater capacity of member States to successfully advance energy access and enable ensuing

socioeconomic benefits in line with Goal 7 and other related Goals. The subprogramme will further ensure that the health impacts of access to electricity and clean cooking fuels are taken into account, including in the context of enhancing the resilience of vulnerable populations and health facilities in rural and peri-urban areas to pandemics, such as COVID-19. Past results in this area include the three national road maps developed by member States with support from the subprogramme in 2019, which detail country strategies to achieve Goal 7, including universal energy access.

16.174 To contribute to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for energy connectivity, the subprogramme will facilitate international cooperation on energy connectivity in support of Goal 7, contributing also to Goal 17 (Partnerships for the goals). The subprogramme will produce knowledge products on the technical potential of energy connectivity to improve energy reliability. The subprogramme will facilitate intergovernmental dialogue and provide recommendations on policies, laws and framework mechanisms needed to enable greater connectivity to enhance sustainable energy. The subprogramme will also provide capacity-building support on the co-deployment of infrastructure, including energy, information and communication technologies and transport, in Central Asia. This action is expected to result in increased capacity among policymakers in that subregion to implement co-deployment for shared benefit. Furthermore, connectivity activities will strengthen regional cooperation on energy and increase the capacity for power grid interconnection, including power generation, transmission and distribution, which supports energy transition while making energy more affordable. Past results in this area include the development of the first regional road map on power system connectivity for Asia and the Pacific, a framework facilitated by the subprogramme and agreed to by member States at the second session of the Committee on Energy for submission to the Commission at its seventy-sixth session.

16.175 To contribute to ensuring 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, in alignment with Goal 7, the subprogramme will also promote poverty reduction, gender equality and climate change action, hence contributing to the achievement of Goals 1 (No poverty), 5 (Gender equality) and 13 (Climate action). Through its work on electricity access, the subprogramme will produce evidence on how electricity access can help to reduce poverty; for example, by enabling the use of appliances for work, it can help farmers and entrepreneurs to improve their production and profit. It can also improve the functioning of schools, hospitals and other facilities, which can lead to economic and social development. The subprogramme will produce knowledge products on the specific types of programmes that benefit the poorest. The subprogramme will undertake similar studies on the topic of clean cooking and will conduct country visits to provide capacity-building and more targeted support to policymakers. In its policy recommendations, the subprogramme strives to empower people of all genders and encourage inclusive planning and advancement of policy action on clean cooking, an issue that primarily affects women and girls. The subprogramme will provide evidence-based recommendations on how energy access initiatives can be more inclusive and how they can be targeted to improve social and economic outcomes for women and girls. To promote climate change mitigation, the subprogramme is developing the national expert Sustainable Development Goal tool for energy planning to support countries in their development of national road maps to achieve Goal 7 and the Paris Agreement to combat climate change. Through the Asia Pacific Energy Portal, the subprogramme offers data, policy information and infrastructure maps in support of the achievement of Goal 13, including information on carbon emissions, air pollution and nationally determined contributions, which can

support the integration of climate change measures into national policies, strategies and planning. This work is expected to result in comprehensive progress towards the achievement of the 2030 Agenda in the region. Past results in this area include a document prepared by the subprogramme for consideration by the Commission at its seventy-fifth session, in 2019; the document was focused on energy access issues and inequality, which served to raise member States' awareness of the issue and build capacity to address it.

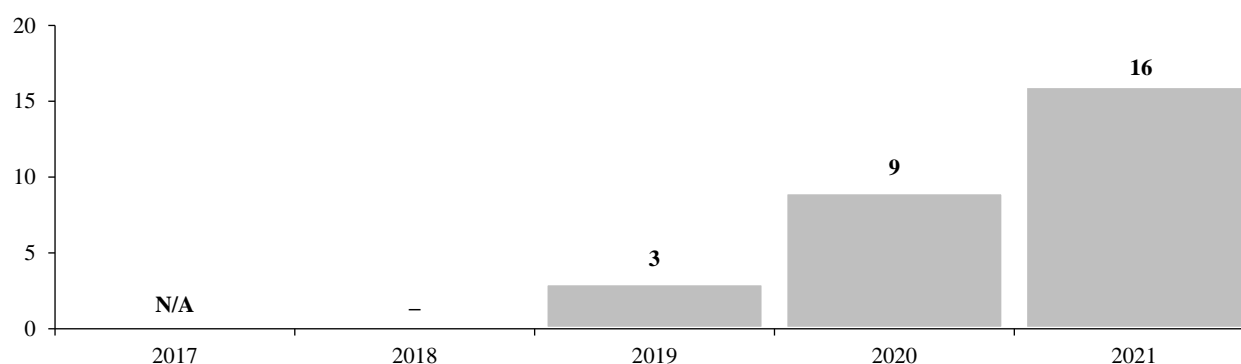
Planned results for 2021

Result 1: changing course: Goal 7 national road maps to set Asia and Pacific on track for sustainable energy by 2030 (result carried over from 2020)

16.176 The subprogramme will continue the work related to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific, in line with its mandate, and will support countries in developing road maps that promote energy efficiency and renewable energy in the region, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 16.IV

Performance measure: number of Goal 7 national road maps in the Asia-Pacific region



Abbreviation: N/A, not applicable.

Result 2: evidence-based and people-focused planning for sustainable energy (new result)

16.177 Many countries have developed targets for renewable energy and energy efficiency in line with Goal 7. The next step in the region will be to operationalize these plans through specific policies and strategies. In addition, national targets for energy access, in particular for access to clean cooking, are largely lacking. With the regional rate of clean cooking at only 56 per cent as at 2017, there is a need for policy action to attain universal access by 2030. Energy access is a critical issue because it is strongly linked to issues of inequality and poverty. In the absence of access to energy, communities are without means to prosper and advance.

Internal challenge and response

16.178 The challenge for the subprogramme was that, while there had previously been a focus on regional knowledge products and tools, given the diversity of contexts and

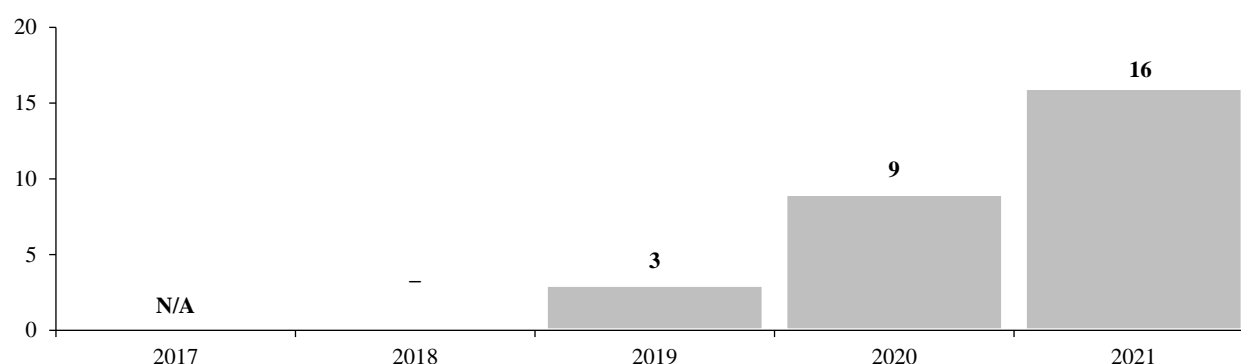
experiences in Asia and the Pacific, the subprogramme recognized that countries, in particular least developed countries and small island developing States, had unique contexts and obstacles that needed to be addressed through more targeted support. The subprogramme also found that tools for energy planning for Goal 7 at the national level were lacking. In response, the subprogramme will work to fill this gap and to provide further country-level support for countries with special needs. The subprogramme will place more focus on energy access, including access to both electricity and clean cooking. The subprogramme will develop research and knowledge products to support evidence-based policies on access and will engage in country-level capacity-building workshops on this topic. The subprogramme will also partner with academic institutions, relevant agencies, donors and implementers in order to provide policymakers with relevant evidence to operationalize policies that promote sustainable energy. The implementation of the national expert Sustainable Development Goal tool for energy planning will provide more focused support to least developed countries and small island developing States with evidence-based projections on how policy choices would affect national outcomes. Member States may use this tool to produce national road maps with recommendations for best pathways forward, taking into consideration energy demand and supply, investment needs and emissions. These road maps are expected to result in improved government capacity to assess gaps between the targets and the current implementation rate, to identify strategies to fill the gaps and to forecast the outcomes of the strategies, ultimately building towards energy transition and the attainment of Goal 7.

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

16.179 This work is expected to contribute towards ensuring 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, which would be demonstrated by the establishment of a total of 16 national road maps by the end of 2021, at least two of which would support least developed countries and small island developing States. Using the national expert Sustainable Development Goal tool for energy planning, the subprogramme has already worked collaboratively with three pilot countries in 2019, namely, Bangladesh, Georgia and Indonesia, to support their development of national road maps. The subprogramme will monitor these countries' progress and provide ongoing guidance as needed. In 2020 and 2021, six and seven additional countries, respectively, are expected to use the tool to develop their own national road maps with support from ESCAP. These road maps will result in enhanced capacity to develop and operationalize evidence-based energy plans to accelerate progress towards achieving Goal 7 in line with national priorities.

Figure 16.V

Performance measure: number of Goal 7 national road maps in the Asia-Pacific region



Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

65/151	International Year of Sustainable Energy for All	74/225	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

16.181 Table 16.35 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 16.35

Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	4	1	2
1. Reports for ESCAP	1	1	1	1
2. Reports for the Committee on Energy	1	3	—	1
Substantive services for meetings (number of three-hour meetings)	12	12	10	16
3. Meetings of the Committee on Energy	6	6	—	6
4. Expert working group meetings to support the achievement of Sustainable Development Goal 7	—	4	4	4
5. Expert working group meetings on energy connectivity and regional cooperation	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	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	5	3	2
7. Capacity-building projects on the implementation of Goal 7	1	5	3	2
Seminars, workshops and training events (number of days)	1	1	1	1
8. Policy dialogues on energy	1	1	1	1
Publications (number of publications)	2	2	1	1
9. Publications on energy	2	2	1	1
Technical materials (number of materials)	—	—	1	1
10. Technical materials on energy	—	—	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: policy advice on the implementation of Goal 7.				
Databases and substantive digital materials: update of the Asia Pacific Energy Portal, including policy information, data and infrastructure maps; substantive blog posts for the ESCAP website.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on subregional statistical perspectives on sustainable energy; 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: updating and maintenance of web pages of the subprogramme for the ESCAP website; 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 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, 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 in order 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 2021

17.2 The ECE strategy is aimed at promoting regional cooperation and integration as a means of achieving sustainable development in the ECE region. 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 2021, ECE will provide a neutral platform for policy dialogue to tackle 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 and 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 towards the achievement of the Sustainable Development Goals at the country level.

17.3 The work of the ECE subprogrammes is aligned with specific Sustainable Development Goals. The intergovernmental bodies of ECE, notably the Commission and its sectoral committees, provide the foundation for ECE support for national Governments and other stakeholders in advancing the achievement of the 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 also 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.

17.4 The strategy of the programme is achieved through an integrated approach to sustainable development, which builds on synergies among 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 ECE leverages 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 Sustainable Development 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. This collaboration enables ECE to maximize existing synergies and increase the efficiency of its work, and has a multiplying effect on its action to support countries in achieving the Goals.

17.6 With regard to external factors, the overall plan for 2021 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 the ECE legal instruments, norms and standards;
- (c) Voluntary resources continue to be available.

17.7 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 2021, 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, subprogramme 6 will continue to work on gender-responsive standards, to promote the participation of women in the setting of standards and the representation of their interests in the standards themselves. Work on sex-disaggregated data and gender statistics will continue to improve the monitoring of gender equality in all its dimensions throughout the region.

17.8 With regard to cooperation with other entities, ECE will build on its close cooperation with international and regional organizations and other regional actors, such as the Organization for Economic Cooperation 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. By hosting the meeting of the regional United Nations system for Europe and Central Asia back-to-back with the Regional Forum on Sustainable Development, ECE will continue to promote cooperation among United Nations regional entities and their partners in addressing regional, cross-cutting policy issues and providing regional perspectives at the global level. ECE will continue its strategic partnerships established 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. Cooperation with other regional commissions will be pursued through joint initiatives, programmes and projects so as to strengthen knowledge management. The United Nations Special Programme for the Economies of Central Asia, implemented jointly by ECE and the Economic and Social Commission for Asia and the Pacific (ESCAP), will serve as the major framework for cooperation with other relevant stakeholders in Central Asia. At the country level, ECE will further strengthen its efforts as part of the 17 United Nations country teams in the region through the United Nations Sustainable Development Cooperation Frameworks, to reach the furthest behind. The programme will also promote interregional, including South-South, and triangular cooperation.

Legislative mandates

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

General Assembly resolutions

66/288	The future we want	71/162	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
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	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	72/230	Development cooperation with middle-income countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	72/234	Women in development
		72/237	South-South Cooperation
70/1	Transforming our world: the 2030 Agenda 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
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	73/10	Cooperation between the United Nations and the Central European Initiative
		73/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
70/221	Operational activities for development of the United Nations system		
71/14	Cooperation between the United Nations and the Shanghai Cooperation Organization	73/14	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
71/16	Cooperation between the United Nations and the Economic Cooperation Organization	73/16	Cooperation between the United Nations and the Commonwealth of Independent States

73/195	Global Compact for Safe, Orderly and Regular Migration	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
73/231	Disaster risk reduction		
73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all		

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 (68)	High-level statement
A (65)	Outcome of the review of the 2005 reform of ECE	B (68)	Extension of the mandate of the Regional Forum on Sustainable Development
A (66)	Endorsement of the High-level statement on the post-2015 development agenda and expected sustainable development goals in the ECE region		

Deliverables

17.11 Table 17.1 lists the crosscutting deliverables, by category and subcategory, for the period 2019–2021.

Table 17.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	28	35	23	33
1. Documentation for the Economic Commission for Europe	6	6	–	10
2. Documentation for meetings related to follow-up of global conferences or to cross-sectoral issues	4	11	3	3
3. Documentation for the ECE Executive Committee	18	18	20	20
Substantive services for meetings (number of three-hour meetings)	23	21	13	19
4. Meetings of the Economic Commission for Europe	4	4	–	4
5. Meetings related to follow-up of global conferences or to cross-sectoral issues	7	7	3	3
6. Meetings of the ECE Executive Committee	7	6	5	7
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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	28	–	28	28
11. Training courses for government officials and private sector (women entrepreneurs) on women's entrepreneurship	28	–	28	28
Publications (number of publications)	2	–	3	3
12. Publication on the regional implementation of, follow-up on and review of the 2030 Agenda for Sustainable Development	1	–	1	1
13. Publication on gender for sustainable development	1	–	1	1
14. Publication on technical cooperation for the 2030 Agenda	–	–	1	–
15. ECE annual report	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to countries implementing the United Nations Sustainable Development Cooperation Framework process and “One United Nations” programme.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual set of information and promotional materials (CD-ROMs, brochures, banners, panels, posters and postcards); annual set of films on ECE activities.				
External and media relations: annual set of ECE weekly newsletter (1); annual set of press conferences on ECE activities (1); annual set of press releases on ECE activities (1).				
Digital platforms and multimedia content: 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; annual set of news on ECE activities on social media.				

Evaluation activities

17.12 The following self-evaluations completed in 2019 have guided the programme plan for 2021:

- (a) Self-evaluation of gender mainstreaming in ECE (programme level);
- (b) Self-evaluation of the Environmental Performance Reviews (subprogramme 1);
- (c) Self-evaluation of ECE support for the advancement of regulatory cooperation and standardization policies in member States (subprogramme 6).

17.13 The findings of the self-evaluations referenced in the above paragraph have been considered for the programme plan for 2021. At the programme level, 30 concrete and actionable recommendations were formulated to improve gender mainstreaming in ECE. For subprogramme 1, the evaluation of the Environmental Performance Reviews resulted in recommendations, among others, that the Environmental Performance Review Unit should increase the role of the Reviews in supporting the achievement and monitoring of Review-relevant Sustainable Development Goals. ECE accepted the recommendation and will, in 2020, begin to revise the structure of the chapters of the Environmental Performance Reviews in order to integrate the Goals more deeply and coherently and design capacity development activities and materials to support countries in their implementation of the relevant recommendations (more details can be found in result 2 of subprogramme 1 in paragraphs 17.21 to 17.24). For subprogramme 6, the evaluation of ECE support for the advancement of regulatory cooperation and standardization policies in member States contained recommendations, among others, to update and reflect the work of the ECE Working Party on Regulatory Cooperation and Standardization Policies, in line with the 2030

Agenda. ECE accepted the recommendation and the secretariat of the Working Party will assist the Bureau in preparing updated terms of reference for discussion at the 2020 session of the Working Party and for subsequent review by the ECE Steering Committee on Trade Capacity and Standards in 2021. ECE will continue to strengthen the role of evaluation findings in programme design, delivery and policy directives. Since 2017, the Commission reports on key results of evaluations to the Executive Committee on an annual basis. The annual report on evaluation contains summaries of key evaluations, plans and recommendations for future action.

17.14 The following self-evaluations are planned for 2021:

- (a) Review of ECE engagement with the private sector (programme level);
- (b) Self-evaluations of extrabudgetary projects at the end of their cycles.

Programme of work

Subprogramme 1 Environment

Objective

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

Strategy

17.16 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.

17.17 To contribute to improving environmental governance and performance for safeguarding the environment and health, the subprogramme will support the implementation of outcomes of global and regional summits and conferences on environment and sustainable development, including by supporting Governments in the achievement of all the Sustainable Development Goals, given that the environment represents one of the dimensions of sustainable development. The subprogramme will support and promote the implementation by countries of the ECE multilateral environmental agreements contributing to achieving mainly Goals 3 (good health and well-being), 6 (clean water and sanitation), 9 (industry, innovation and infrastructure), 11 (sustainable cities and communities), 12 (responsible consumption and production), 13 (climate action), 15 (life on land) and 17 (partnerships for the Goals). 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, 12, 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 (quality education) 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, which is expected to result in strengthened integration of environmental concerns into sectoral policies in the ECE member States. The subprogramme will continue to promote synergies between ECE multilateral environmental agreements, which are expected to result in enhanced cross-border cooperation between countries and effective international and national cooperation.

17.18 To contribute to improving environmental governance and performance for safeguarding the environment and health, 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, which are expected to result in strengthened capacities of countries for the effective development and implementation of environmental legislation and policy. Work will also be undertaken with interested non-ECE countries, in particular those wishing to join the multilateral environmental agreements that are open to global accession.

17.19 Past results in these areas include: (a) pragmatic road maps from the “Words into Action” series to guide policymakers, technical working groups, international organizations and non-governmental organizations (NGOs) in their work on disaster risk reduction, in particular on water-related disasters and transboundary cooperation, and on man-made and technological hazards; (b) a midterm review of the establishment of a Shared Environmental Information System in Europe and Central Asia, based on self-assessments of member States for selected environmental indicators; (c) gap analysis reviews of the establishment of the System, environmental data and information to cover the production of regional or international environmental indicators for seven countries in Central Asia, the Caucasus and South-Eastern Europe; (d) progress in ECE member States in moving towards more environmentally friendly and healthy transport thanks to the studies done under the Transport, Health and Environment Pan-European Programme, which highlighted the potential job creation of cycling promotion and the use of public transportation, and relay-race workshops, organized in Rimini, Italy, and Kazan, Russian Federation, in 2019, which continued to provide the link between the national and local levels; (e) reducing fuel consumption and, therefore, pollution and expenditures by using eco-driving methods, which is another result achieved in some ECE countries, such as Austria, through Pan-European Programme partnerships; (f) reinforcing transboundary cooperation agreements in transboundary water basins through accession of the first countries from outside the ECE region, namely, Chad and Senegal, and an announcement of interest by another 15 countries from outside the Pan-European region during the eighth session of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes, held in Astana (now Nur-Sultan) from 10 to 12 October 2018, to ratify the Convention; and (g) establishing legally binding emissions reduction commitments for 2020 and beyond for the major air pollutants (sulphur dioxide, nitrogen oxides, ammonia, volatile organic compounds and fine particulate matter) through the entry into force, on 7 October 2019 in 18 countries in Europe and North America, of amendments to the Protocol to the 1979 Convention on Long-range Transboundary Air Pollution to Abate Acidification, Eutrophication and Ground-level Ozone, negotiated under the Convention on Long-range Transboundary Air Pollution and adopted in 2012.

Planned results for 2021

Result 1: extension of the life of nuclear power plants (result carried over from 2020)

17.20 The subprogramme will continue the work related to the extension of the nuclear power plants, in line with its mandate, and will assist countries in widely disseminating and applying the guidelines to decisions on the extension of nuclear power plants, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 17.2
Performance measure

2017	2018	2019	2020	2021
N/A	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 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

Abbreviation: N/A, not applicable.

Result 2: enhanced environmental performance in the Economic Commission for Europe region (new result)

17.21 The subprogramme has been supporting countries in improving their environmental governance and performance by conducting Environmental Performance Reviews, assisting countries in the implementation of the recommendations from those Reviews and monitoring the impact of the recommendations on national policies. Since the beginning of the third cycle of Reviews, in 2012, 16 countries have requested ECE to conduct a Review of their environmental performance. During the period 2012–2017, third-cycle Reviews were conducted in the Republic of Moldova (2013), Montenegro (2014), Serbia (2014), Georgia (2015), Belarus (2015), Tajikistan (2017), Bulgaria (2017), Albania (2017) and Bosnia and Herzegovina (2017). In 2018, third-cycle Reviews were conducted in Kazakhstan and North Macedonia. Romania and Uzbekistan were undergoing their Reviews in 2019. Requests for further Reviews have been received from Azerbaijan, Morocco and Ukraine, which are expected to be conducted during the period 2020–2021. Reviews take 12 to 18 months to complete and are published in the following year.

17.22 The efficiency and effectiveness of the Environmental Performance Review methodology have attracted the attention of countries outside the ECE region, leading to requests for a transfer of know-how from ECE to other United Nations regional commissions. Morocco was the first country outside the ECE region for which a review was carried out, in 2012, by ECE in cooperation with the Economic Commission for Africa, followed by Mongolia in 2017 in cooperation with ESCAP.

17.23 Third-cycle Environmental Performance Reviews focus on environmental governance and financing in a green economy context, countries' cooperation with the international community and environmental mainstreaming in priority sectors.

The subprogramme assists, on an ad hoc basis upon request, reviewed countries in their efforts to implement recommendations from their Reviews by organizing regional and subregional workshops focused on specific topics addressed in the Reviews (e.g., on environment and transport or environment and energy) and capacity development work at the national level, including through implementing United Nations Development Account projects.

17.24 Since 2017, Environmental Performance Reviews have addressed relevant Sustainable Development Goals and targets therein. The Reviews have the potential to address up to 137 relevant targets under all the Goals. The coverage of targets is tailored to the content of each Review, which, in turn, is being determined in consultation with the Government concerned. While relevant targets of the Goals have been addressed in the Reviews conducted since 2017, the most covered are Goals 6 (clean water and sanitation), 11 (sustainable cities and communities), 12 (responsible consumption and production), 13 (climate action) and 15 (life on land).¹²

Internal challenge and response

17.25 The challenge for the subprogramme, as identified in the 2019 evaluation of the Environment Performance Review Programme carried out at the request of ECE, was to establish a more effective and structured approach to support efforts by countries in achieving and monitoring the Sustainable Development Goals and their targets covered by the Reviews. In response, the subprogramme will work with the ECE Expert Group on Environmental Performance Reviews to revise the structure of the chapters in order to integrate the Goals more deeply and coherently, to design capacity development activities and materials to support countries in their implementation of the relevant recommendations and to extend the cooperation with other United Nations entities and other international organizations.

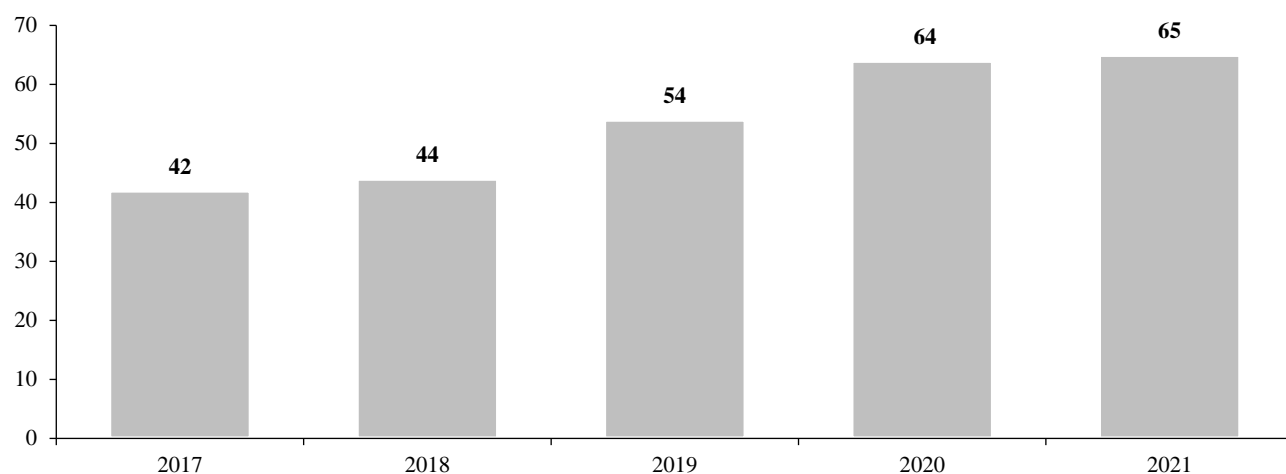
Expected progress towards the attainment of the objective, and performance measure

17.26 This work is expected to contribute to improved environmental governance for safeguarding the environment and health in the reviewed countries, which would be demonstrated by the number of Sustainable Development Goals and relevant targets covered by Environmental Performance Reviews. Figure 17.I illustrates the coverage of the Sustainable Development Goals by the Reviews in countries reviewed since 2017. The number of targets covered by future Reviews will depend on the topics chosen for their Review by the countries concerned, but are expected to remain close to one third of all 169 targets in the 2030 Agenda.

¹² The coverage of the Sustainable Development Goals and their targets can be viewed at www.unece.org/env/epr.

Figure 17.I

Performance measure: number of targets of the 2030 Agenda for Sustainable Development covered by Environmental Performance Reviews



Legislative mandates

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

General Assembly resolutions

2994 (XXVII)	United Nations Conference on the Human Environment	69/235	Industrial development cooperation
47/193	Observance of World Day for Water	70/169	The human right to safe drinking water and sanitation
62/68	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm	70/209	United Nations Decade of Education for Sustainable Development (2005–2014)
64/200	International Strategy for Disaster Reduction	71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
67/291	Sanitation for All	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
69/172	Human rights in the administration of justice	72/222	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
69/215	International Decade for Action, “Water for Life”, 2005–2015, and further efforts to achieve the sustainable development of water resources	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028

Economic Commission for Europe decisions

CEP/AC.13/2005/2	Report of the High-level meeting of Environment and Education Ministries (2005) adopting the UNECE Strategy for Education for Sustainable Development	ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment, 2014
ECE/BELGRADE.CONF/2007/4/Add.1	Statement on Education for Sustainable Development by the Ministers of Education and of the Environment of the UNECE region adopted at the joint session on education for development of the Sixth Ministerial Conference entitled “Environment for Europe”, 2007	ECE/ASTANA.CONF/2011/2/Add.1	Declaration: “Save water, grow green!” by ministers of the region of ECE, report of the Seventh Ministerial Conference, entitled “Environment for Europe”, 2011
		ECE/BATUMI.CONF/2016/2/Add.1	Declaration: “Greener, cleaner, smarter!” by ministers of the region of ECE, report of the Eighth Environment for Europe Ministerial Conference, 2016

ECE/BATUMI.
CONF/2016/2/
Add.2

Batumi Ministerial Statement on Education for Sustainable Development adopted by the High-level Meeting of Education and Environment Ministries of the region of the United Nations Economic Commission for Europe, 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

ECE/EB.AIR/144 and Add.1 and Add.2	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its thirty-ninth session	ECE/MP.EIA/ 27-ECE/MP.EIA/ SEA/11 and Add.1	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
ECE/MP.PRTR/ 2017/6 and Add.1	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	ECE/CP.TEIA/38 and Add.1	Report of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents on its tenth meeting
ECE/MP.PP/2017 /2 and Add.1	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 (Aarhus Convention) on its sixth session	ECE/MP.WAT/54 and Add.1 and Add.2	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
ECE/MP.PP/ 2017/16- ECE/MP.PRTR/ 2017/2 and Add.1	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 (Aarhus Convention) on its sixth session, and 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	ECE/MP.WH/19 and Add. 1 and 2	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
ECE/MP.EIA/ 23-ECE/MP.EIA/ SEA/7 and Add.1, Add.2 and Add.3	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its seventh session, 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 its third session		

Deliverables

17.28 Table 17.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	231	160	211	190
1. Documentation for the Committee on Environmental Policy and subsidiary bodies	85	35	82	30
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	34	22	8	30
3. Documentation for the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	—	—	18	—
4. Documentation for the Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	34	39	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	22	29	24	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	45	26	38	71
7. Documentation for the High-level Meeting on Transport, Health and Environment and subsidiary bodies	11	9	7	4
8. Documentation for the Steering Committee on Education for Sustainable Development	N/A ^a	N/A	N/A	11
Substantive services for meetings (number of three-hour meetings)	283	240	251	243
9. Meetings of the Committee on Environmental Policy and subsidiary bodies	50	32	40	30
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	57	47	47	48
11. Meetings of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	21	14	30	17
12. Meetings of the Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	30	34	30	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	50	39	33	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	69	69	67	74
15. Meetings of the High-level Meeting on Transport, Health and Environment and subsidiary bodies	6	5	4	3
16. Meetings of the Steering Committee on Education for Sustainable Development	N/A ^b	N/A	N/A	6

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	46	84	48	71
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	46	84	48	71
Publications (number of publications)	14	9	11	11
18. Guidance, policy briefs, good practice publications on environmental issues and multilateral environmental agreements administered by the subprogramme	8	7	6	6
19. Progress reports and performance reviews on environmental issues	2	2	2	2
20. Multilateral environmental agreements administered by the subprogramme, after amendments enter into force	1	–	1	1
21. Publications on the multilateral environmental agreements administered by the subprogramme	3	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for government officials and other stakeholders of States members of the United Nations Special Programme for the Economies of Central Asia on water, energy and other environmental issues (6).				
D. Communication deliverables				
Outreach programmes, special events and information materials: environmental performance review (synopsis (2) and highlights (2)); Electronic newsletter of the Working Group on Environmental Monitoring and Assessment.				
External and media relations: press releases on environmental issues (5).				
Digital platforms and multimedia content: update and maintenance of the website of the subprogramme.				

^a In the proposed programme budget for 2020, the data on the documentation for the Steering Committee on Education for Sustainable Development were included under deliverable 1. Documentation for the Committee on Environmental Policy and subsidiary bodies.

^b In the proposed programme budget for 2020, the data on the meetings of the Steering Committee on Education for Sustainable Development were included under deliverable 9. Meetings of the Committee on Environmental Policy and subsidiary bodies.

Subprogramme 2 Transport

Objective

17.29 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

17.30 The ECE transport subprogramme is carried out by the programme of work adopted by the Inland Transport Committee through its role, enshrined in the Committee's strategy until 2030 (see ECE/TRANS/288/Add.2), as the United Nations platform for inland transport to help to efficiently address regional and global needs in inland transport. Through, among others, its 20 working parties and 14 administrative committees, the Economic and Social Council Committee of Experts and more than 50 formal and informal networks bringing together some 6,000

registered experts, the subprogramme promotes regionally and globally sustainable transport systems.

17.31 The core pillar of its work is to administer the international regulatory framework for inland transport, which currently includes 59 United Nations legal instruments on safety, pollution, efficiency and effectiveness (normative function), by developing new and updating existing legal instruments, as necessary.

17.32 At the request of member States and contracting parties, the subprogramme services the institutional platform 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. This work is expected to contribute to all four ECE nexuses, namely, sustainable mobility and smart connectivity, sustainable use of natural resources, sustainable and smart cities, and monitoring and measuring the Sustainable Development Goals.

17.33 To contribute to the advancement of 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, the subprogramme will:

(a) Intensify its standard-setting and regulatory activities as the United Nations platform for inland transport conventions, 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 the Sustainable Development Goals, notably Goals 3, 6, 7, 8, 9, 11, 12 and 13;

(b) Work towards ensuring that: (i) 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; (ii) the different amendment processes for the different conventions do not cause fragmentation; and (iii) the dangers of stifling progress due to premature regulation are avoided;

(c) Provide a platform for policy dialogue to review emerging challenges in inland transport and proposals for improving infrastructure and operation at the annual session of the Inland Transport Committee;

(d) Provide an institutional platform supporting regional and interregional connectivity, developing new or building on existing initiatives, agreements or corridors, which is expected to result in more efficient cross-border flows of goods and people.

17.34 These actions are expected to result in improvements in inland transport, leading to safer, cleaner, more efficient and more affordable systems for the main beneficiaries of the subprogramme, which are the ECE member States and United Nations Member States that are contracting parties to United Nations inland transport conventions.

17.35 Past results in this area include a strengthened regulatory framework for sustainable inland transport systems, including: (a) the adoption of 100 new United Nations vehicle regulations and updates to existing ones, contributing to the 360-degree approach to road safety of the Inland Transport Committee, as well as the adoption of two United Nations global technical regulations on electric cars and on electric-powered two-wheeled vehicles to promote the decarbonization of transport; these regulatory changes are legally binding, affect the global production of vehicles and, accordingly, have an immediate impact on road safety and environmental performance; (b) the adoption of provisions on the transport of dangerous goods for the Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways (ADN) that are focused on strengthening explosion protection on-board

inland waterway vessels; (c) the adoption of a set of amendments to the European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR), which addresses emerging safety and environmental issues resulting from the increasing development of transport and use of lithium batteries and of vehicles powered by cleaner fuels (e.g., liquefied or compressed natural gas or hydrogen fuel cells); and (d) the acceleration of the computerization of the TIR (transport internationaux routiers) system, e-TIR, which resulted in the increased attractiveness of TIR in countries with fast-growing economies and those striving towards paperless administration. E-TIR operations in pilot projects between the Islamic Republic of Iran and Turkey, as well as Georgia and Turkey, provided evidence of the system's functionality in a real-time environment. The effectiveness of these activities is evidenced by the increased accession to the Customs Convention on the International Transport of Goods under Cover of TIR Carnets by Asian and Middle Eastern countries. Among the most recent contracting parties are China, India and Pakistan, which alone account for 40 per cent of the global population.

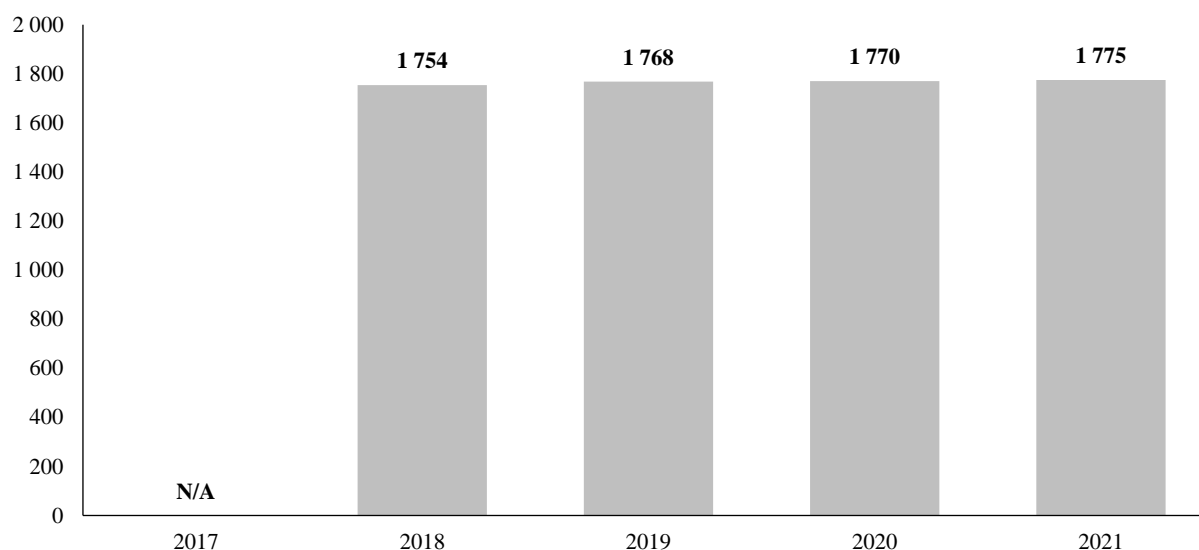
Planned results for 2021

Result 1: enhanced regulatory framework for sustainable inland transport systems (result carried over from 2020)

17.36 The subprogramme will continue the work related to the transport legal instruments, in line with its mandate, and will assist countries in becoming contracting parties to the various legal instruments administered by ECE, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.II

Performance measure: total number of contracting parties to United Nations legal instruments on transport administered by the Economic Commission for Europe



Abbreviation: N/A, not applicable.

Result 2: enhanced regulatory framework for sustainable inland transport systems that are safer, cleaner and more efficient (new result)

17.37 It was concluded in the *Sustainable Development Goals Report 2017* that, while considerable progress had been made over the past decade across all areas of development, the pace of progress was insufficient to fully meet the targets of the Sustainable Development Goals by 2030. A clear illustration is road safety. In 2018, the General Assembly concluded that target 3.6, of halving global deaths and injuries from road traffic accidents by 2020, would likely not be met, notwithstanding global efforts, including overall improvements in the ECE region.

Internal challenge and response

17.38 The challenge for the subprogramme was, further to requests from Member States outside the ECE region, in keeping with existing mandates, to provide highly technical capacity-building in support of States outside the ECE region in their implementation of the United Nations transport conventions. This pertains in particular to: (a) reducing the 1.35 million global road traffic deaths annually; (b) improving the environmental performance of the inland transport systems, including in the area of transport of perishable foodstuffs; and (c) enhancing efficiency and connectivity, including through digitalization and e-docs in transport. In response, the subprogramme will encourage the participation of countries from outside the ECE region in the activities of the Inland Transport Committee and its subsidiary bodies and scale up outreach and capacity-building activities, including through partnerships with the United Nations system and external stakeholders and participation in regional and global initiatives. At the same time, the subprogramme faces challenges in meeting new demands from Member States, including new emerging areas, such as regulatory work on automated/autonomous vehicles, digitalization and intelligent transport systems, and the need to address the overwhelming challenge in road safety, requiring the subprogramme to enhance its international regulatory work and assistance to United Nations Member States in the implementation of the United Nations legal instruments. In addition, the subprogramme would need to meet the increasing technical support requirements for the Special Envoy for Road Safety and the United Nations road safety trust fund.

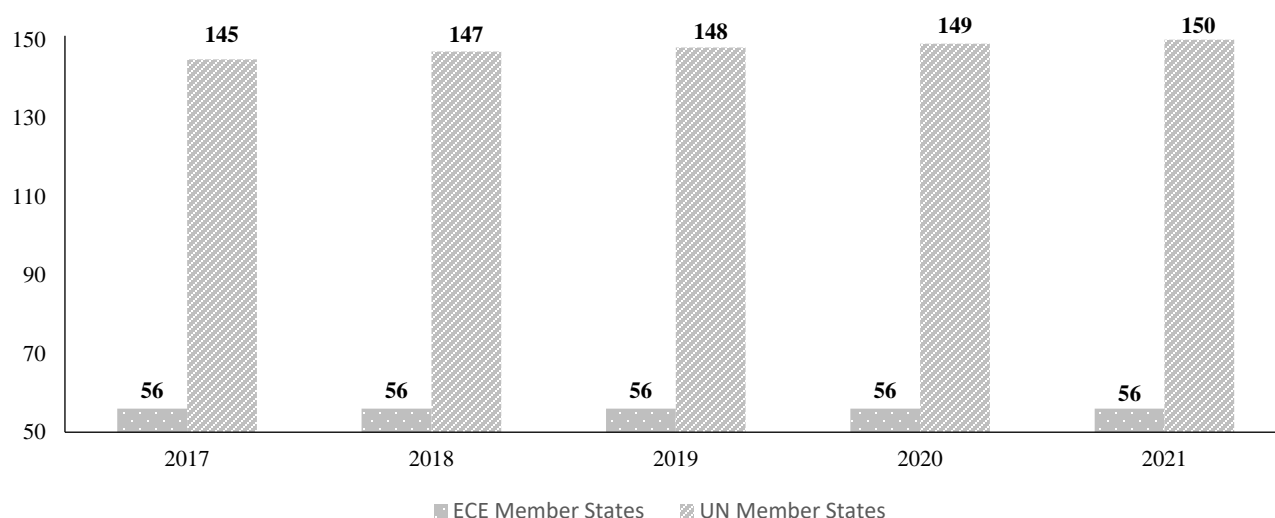
Expected progress towards the attainment of the objective, and performance measure

17.39 This work is expected to contribute to advancing 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. Evidence shows that countries with a higher number of accessions to conventions and agreements have, for example, a better road safety performance record, owing to the legally binding nature and best practices of these legal instrument which, in turn, trigger favourable changes nationally. When aggregated, individual accessions create a more harmonized legal and regulatory framework nationally and internationally, which supports the development of sustainable inland transport systems. The number of total contracting parties (1,768) to United Nations legal instruments under the subprogramme's purview is continuously growing but remains insufficient to achieve stronger harmonization and the transition to sustainable inland transport systems. Therefore, the expected result of the enhanced role of the subprogramme to support the development of sustainable inland transport systems internationally would be the strengthened legal and regulatory framework for sustainable inland transport. The contribution to the result will be demonstrated by increased worldwide accessions to conventions and agreements, especially by countries outside the ECE region. As also shown in

figure 17.III, in 2019, 148 Member States, including 92 non-ECE Member States, were contracting parties to at least one convention administered by the subprogramme. In 2018, Cabo Verde and Oman became contracting parties for the first time by acceding to conventions on road safety and border-crossing facilitation, respectively. The same year, Nigeria became a contracting party to five core United Nations road safety conventions. In 2019, Myanmar became a contracting party for the first time by acceding to two of the core road safety conventions.

Figure 17.III

Performance measure: total number of Economic Commission for Europe member States and United Nations Member States that are contracting parties to United Nations inland transport conventions under the purview of the Commission



Legislative mandates

17.40 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
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors	73/243	Follow-up to the Second United Nations Conference on Landlocked Developing Countries

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	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
2013/7	Europe-Africa fixed link through the Strait of Gibraltar		

Economic Commission for Europe decisions

ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment on its fourth session	ECE/TRANS/270	Report of the Inland Transport Committee on its seventy-ninth session (Ministerial Resolution on embracing the new era for sustainable inland transport and mobility)
ECE/TRANS/224	Report of the Inland Transport Committee on its seventy-fourth session (“UNECE Road Map for promoting ITS-20 global actions 2012–2020”)	ECE/TRANS/274	Report of the Inland Transport Committee on its eightieth session
ECE/TRANS/236	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)	ECE/TRANS/288	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; Inland Transport Committee resolution No. 265 on Ministerial declaration “Inland Navigation in a Global Setting” and on facilitating the development of the inland water transport; and Inland Transport Committee strategy until 2030)
ECE/TRANS/248	Report of the Inland Transport Committee on its seventy-seventh session		
ECE/TRANS/254	Report of the Inland Transport Committee on its seventy-eighth session	B (66)	Endorsement of the Geneva Charter on Sustainable Housing

Decisions of the treaty bodies of United Nations transport agreements

E/ECE/TRANS/505/Rev.3	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	ECE/TRANS/132	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
		ECE/TRANS/ADN/CONF/10/Add.1	European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways
ECE/RCTE/CONF/4	1997 Agreement concerning the adoption of uniform conditions for periodical technical inspections of wheeled vehicles and the reciprocal recognition of such inspections	ECE/TRANS/WP.30/AC.2/125	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

17.41 Table 17.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.4

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1 515	1 507	1 660	1 264
1. Documentation for the Inland Transport Committee	1 320	1 312	1 331	1 071
a. Inland Transport Committee	31	31	31	31
b. World Forum for Harmonization of Vehicle Regulations	837	837	840	580
c. Working Party on the Transport of Perishable Foodstuffs	33	33	33	33
d. Working Party on the Transport of Dangerous Goods	214	214	214	214
e. Working Party on Transport Trends and Economics	25	17	32	20
f. Working Party on Transport Statistics	14	14	14	14
g. Working Party on Road Transport	9	9	10	10
h. Global Forum for Road Traffic Safety	16	16	16	16
i. Working Party on Rail Transport	12	12	12	26
j. Working Party on Intermodal Transport and Logistics	11	11	11	15
k. Working Party on Inland Water Transport	47	47	47	41
l. Working Party on Customs Questions Affecting Transport	71	71	71	71
2. Documentation for the Economic and Social Council	190	190	324	190
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	1	1	5	1
b. Subcommittee of Experts on the Transport of Dangerous Goods	157	157	257	157
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	32	32	62	32
3. Documentation for the High-level Meeting on Transport, Health and Environment	5	5	5	3
Substantive services for meetings (number of three-hour meetings)	354	368	369	364
4. Meetings of the Inland Transport Committee	317	331	327	327
a. Inland Transport Committee	16	16	16	16
b. World Forum for Harmonization of Vehicle Regulations	111	111	111	111
c. Working Party on the Transport of Perishable Foodstuffs	8	8	8	8
d. Working Party on the Transport of Dangerous Goods	68	68	58	68
e. Working Party on Transport Trends and Economics	12	26	32	22
f. Working Party on Transport Statistics	6	6	6	6
g. Working Party on Road Transport	6	6	6	6
h. Global Forum for Road Traffic Safety	14	14	14	14
i. Working Party on Rail Transport	6	6	6	6
j. Working Party on Intermodal Transport and Logistics	6	6	6	6
k. Working Party on Inland Water Transport	18	18	18	18
l. Working Party on Customs Questions Affecting Transport	46	46	46	46
5. Meetings of the Economic and Social Council	35	35	40	35
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	—	—	1	0
b. Subcommittee of Experts on the Transport of Dangerous Goods	25	25	29	25
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	10	10	10	10

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
6. Meetings of the High-level Meeting on Transport, Health and Environment	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
7. Project on the Trans-European North-South Motorway	1	1	1	1
8. Project on the Trans-European Railway	1	1	1	1
Seminars, workshops and training events (number of days)	11	11	13	13
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	7	7	9	9
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	4	4	4
Publications (number of publications)	14	14	13	12
11. Publications on transport of dangerous goods and special cargoes	4	4	3	3
12. Publications on transport of perishable foodstuffs	—	—	—	1
13. Publications on transport facilitation	3	3	—	1
14. Publications on green and safe transport and cross-cutting issues	4	4	8	5
15. Publications on vehicle regulations	1	1	1	1
16. Publications on statistics	2	2	1	1
Technical materials (number of materials)	2	2	2	2
17. Fact sheet: what you should know about tires	1	1	—	—
18. Fact sheet: what you should know about safety belts	—	—	1	—
19. 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: set of 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 (1).				
Databases and substantive digital materials: update and maintenance of the International TIR Data Bank, which includes the list of transport companies authorized to use the TIR system, the online register of customs sealing devices and customs stamps, the list of customs offices operational for TIR, and, potentially, TIR certificates of approval; TIR and e-TIR websites; Internet-based 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; smart and sustainable connectivity e-learning platform (8).				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on legal instruments and activities of the subprogramme (4).				
External and media relations: annual set of press releases for the subprogramme (1).				
Digital platforms and multimedia content: digital platforms and multimedia content on sustainable transport and mobility (5); update and maintenance of the website of the subprogramme (1).				

Subprogramme 3 Statistics

Objective

17.42 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

17.43 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 fewer 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.

17.44 To contribute to advancing 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, 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 (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. These actions are expected to result in an increasing number of countries that will conduct their census through innovative and efficient approaches, in compliance with the Conference of European Statisticians recommendations for the 2020 round of population and housing censuses.

17.45 Past results in these areas include ECE member States that, over the past few years, increasingly developed and adopted innovative methods to conduct their population and housing censuses, thanks also to the exchange of experiences and the increase in statistical capacity obtained by attending the expert meetings and workshops organized by the ECE Statistical Division. While, during the 2010 census round, only 35 per cent of ECE member States conducted a census adopting an innovative method (using register data), information collected in 2019 showed that, for the 2020 census round, the percentage was expected to increase to approximately 55 per cent. The result for beneficiaries of the use of innovative methods to conduct their census is improved cost-efficiency, coverage, accuracy, comparability and timeliness of dissemination of the census results.

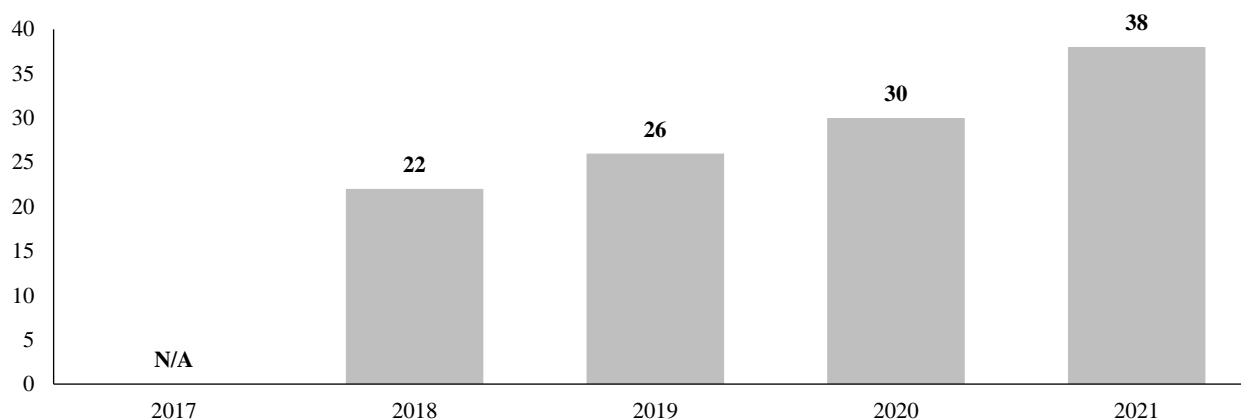
Planned results for 2021

Result 1: increasing the number of countries producing improved statistics for the Sustainable Development Goals (result carried over from 2020)

17.46 The subprogramme will continue the work related to statistics for sustainable development, in line with its mandate, and will assist countries in setting up national reporting platforms on statistics for sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.IV

Performance measure: number of national reporting platforms on statistics for Sustainable Development Goals in use by member States



Abbreviation: N/A, not applicable.

Result 2: conducting a new population and housing census that provides cost-effective and better-quality results (new result)

17.47 The subprogramme has been working to support Member States in the planning and conduction of the 2020 round of population and housing census. Conducting a census is requested by the Economic and Social Council (resolution [2015/10](#)) and is one of the targets of the 2030 Agenda (target 17.19 of the Sustainable Development Goals). Between 2012 and 2015, the subprogramme coordinated the preparation of the new Conference of European Statisticians recommendations for the 2020 round in the ECE region. The recommendations provide guidance to countries

on census methodology and survey content so that the census results produced are relevant and comparable across countries. Since 2015, the subprogramme has organized yearly expert meetings, capacity-building workshops and created an online platform¹³ to facilitate the exchange of experiences and provide support to countries in planning and conducting their census.

Internal challenges and response

17.48 The challenge for the subprogramme was to support national statistical institutes in adopting good census practices in compliance with the Conference of European Statisticians recommendations, in terms of improved cost-efficiency, coverage, accuracy and timeliness of dissemination of the census results. In response, the subprogramme will: (a) facilitate the exchange of experiences among countries, which allows Member States to learn from the experiences of other countries; and (b) produce methodological material, including on the use of registers and administrative data for population censuses.

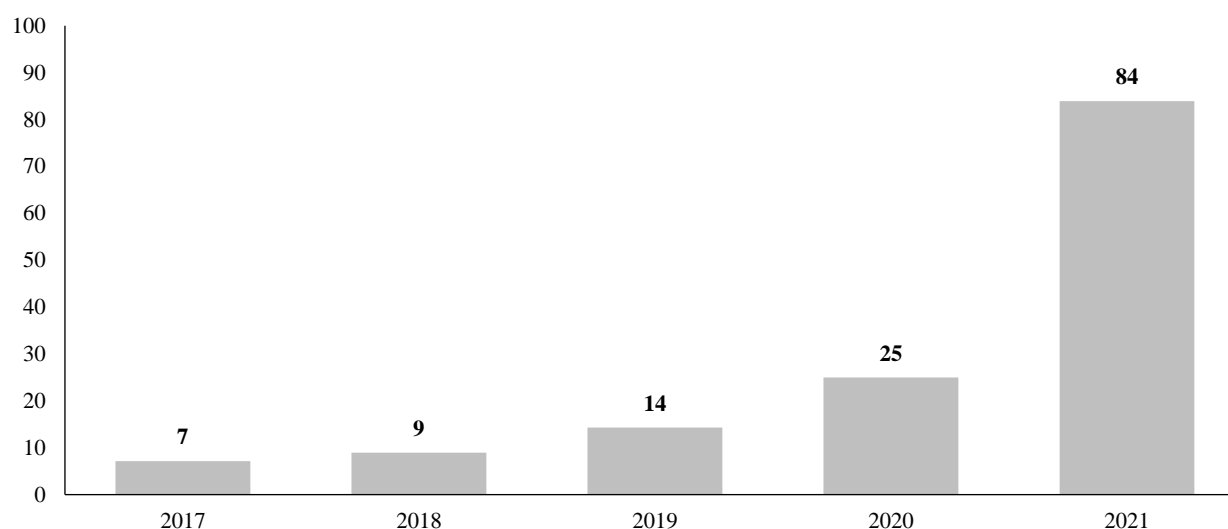
Expected progress towards the attainment of the objective, and performance measure

17.49 This work is expected to contribute to advancing official statistics at the national and international levels for evidence-based policymaking, which would be demonstrated by 84 per cent of ECE member States having conducted a population and housing census in compliance with the Conference of European Statisticians recommendations by 2021, resulting for beneficiaries in the improved cost-efficiency, coverage, accuracy and timeliness of dissemination of the census results.

Figure 17.V

Performance measure: Economic Commission for Europe countries having conducted a census in compliance with the Conference of European Statisticians recommendations

(Percentage)



¹³ See <https://statswiki.unece.org/display/censuses>.

Legislative mandates

17.50 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	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
68/261	Fundamental Principles of Official Statistics		
69/210	Entrepreneurship for development	73/195	Global Compact for Safe, Orderly and Regular Migration
69/282	World Statistics Day		
72/234	Women in development		

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2014/7	Further implementation of the Madrid International Plan of Action on Ageing, 2002	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2015/10	2020 World Population and Housing Census Programme		
2016/27	Strengthening institutional arrangements on geospatial information management	2018/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council decisions

2011/245	Report of the Statistical Commission on its forty-second session and venue and dates of and provisional agenda and documentation for its forty-third session (Statistical Commission decision 42/107: Short-term economic indicators)	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 (Statistical Commission decision 45/103: Programme review: broader measures of progress)
2012/230	Report of the Statistical Commission on its forty-third session and provisional agenda and dates for the forty-fourth session of the Commission (Statistical Commission decision 43/115: Regional statistical development in Europe)	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 (Statistical Commission decision 45/110: Big data and modernization of statistical systems)
2013/235	Report of the Statistical Commission on its forty-fourth session and the provisional agenda and dates for the forty-fifth session of the Commission (Statistical Commission decision 44/105: Environment statistics)	2015/216	Report of the Statistical Commission on its forty-sixth session and the provisional agenda and dates for its forty-seventh session (Statistical Commission decision 46/101: Data in support of the post-2015 development agenda)
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 (Statistical Commission decision 45/101: Implementation of the Fundamental Principles of Official Statistics)	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 (Statistical Commission decision 46/102: Population and housing censuses)

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 (Statistical Commission decision 46/107: International trade and economic globalization statistics)	2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/108: Integration of statistical and geospatial information)
2016/220	Report of the Statistical Commission on its forty-seventh session and provisional agenda and dates for the forty-eighth session of the Commission (Statistical Commission decision 47/102: High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development)	2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/111: National accounts)
2016/220	Report of the Statistical Commission on its forty-seventh session and provisional agenda and dates for the forty-eighth session of the Commission (Statistical Commission decision 47/104: Big data for official statistics)	2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/114: Business registers)
2016/220	Report of the Statistical Commission on its forty-seventh session and provisional agenda and dates for the forty-eighth session of the Commission (Statistical Commission decision 47/106: Environmental-economic accounting)	2018/227	Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/101: Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)
2016/220	Report of the Statistical Commission on its forty-seventh session and provisional agenda and dates for its forty-eighth session (Statistical Commission decision 47/112: Climate change statistics)	2018/227	Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/102: Data and indicators for the 2030 Agenda for Sustainable Development)
2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/101: Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development)	2018/227	Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/108: Regional statistical development)
2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/103: Transformative agenda for official statistics)	2018/227	Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/109: National accounts)
2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/104: Regional statistical development)	2018/227	Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/113: Climate change statistics)
2017/228	Report of the Statistical Commission on its forty-eighth session and provisional agenda and dates for its forty-ninth session (Statistical Commission decision 48/107: Fundamental Principles of Official Statistics)		Report of the Statistical Commission on its forty-ninth session and provisional agenda and dates for its fiftieth session (Statistical Commission decision 49/114: Statistical classifications)

Deliverables

17.51 Table 17.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.5

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	81	81	81	81
1. Documentation for the Conference of European Statisticians	43	43	43	43
2. Documentation for expert bodies	38	38	38	38
Substantive services for meetings (number of three-hour meetings)	85	85	85	85
3. Meetings of the Conference of European Statisticians and its Bureau	13	13	13	13
4. Meetings of expert bodies	72	72	72	72
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Project on social and economic statistics	1	1	1	1
Seminars, workshops and training events (number of days)	6	6	6	6
6. Workshops on social and economic statistics	3	3	3	3
7. Workshops on innovating statistical production	3	3	3	3
Publications (number of publications)	4	6	9	7
8. Publications on topics covering multiple statistical areas	1	1	1	1
9. Publications on social, environmental and economic statistics	3	5	8	6
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for 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).				
Databases and substantive digital materials: update and maintenance of ECE statistical databases (population and gender statistics database; economic statistics database; transport database; forestry database) (4).				
D. Communication deliverables				
Outreach programmes, special events and information materials: leaflets and other promotional materials (2).				
External and media relations: articles for the “UNECE Weekly” and “EnvStats” newsletters (15).				
Digital platforms and multimedia content: interactive digital workspaces (wikis, including the ECE census wiki); update and maintenance of the website of the subprogramme (1).				

Subprogramme 4 Economic cooperation and integration

Objective

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

Strategy

17.53 The strategy of the subprogramme is based on the implementation of the core interlinked functions, namely, international policy dialogue on innovation, competitiveness and public-private partnerships; normative work on the same subjects; 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 contributes to the ECE nexuses on sustainable mobility and smart connectivity and on sustainable and smart cities for all ages. The subprogramme's two areas of work, innovation and competitiveness, and public-private partnerships, are complementary. The work on innovation and competitiveness policies promotes sustainable development by supporting member States in creating a business climate that encourages and rewards innovative solutions to sustainable development challenges. The work on public-private partnerships for infrastructure development supports the same objective by promoting innovative ways of financing, building and managing infrastructure critical for sustainable development. In doing so, the subprogramme, among other things, contributes to Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, and Goal 17, which is to strengthen the means of implementation, including by ensuring access to science, technology and innovation for all, and by encouraging effective public, public-private and civil society partnerships. The subprogramme also contributes to other Goals in which innovation and infrastructure investment is important, such as Goal 8 (sustained, inclusive and sustainable economic growth) and Goal 12 (sustainable consumption and production patterns).

17.54 To contribute to strengthening policies on innovation and competitiveness in the ECE region, the subprogramme will hold regional multi-stakeholder dialogues to identify good practices on how innovation can advance sustainable development and how Governments can support this; carry out and publish analyses of national innovation policies, upon request, and make recommendations for policy reforms; and build capacity through workshops and training seminars at the national and subregional levels to implement innovation policy reforms. This work is expected to result in helping to develop a shared and improved understanding among member States on policy options available to harness the power of innovation for sustainable development, and support national innovation policy reforms, in line with international good practice and ECE recommendations. Past results in this area include the completion of an Innovation for Sustainable Development Review of Kyrgyzstan with tailored recommendations, resulting in the enhanced understanding of policymakers on how they can promote innovative solutions to national sustainable development priorities; improved innovation policies in support of national sustainable development priorities in Belarus and Kazakhstan as a result of ECE capacity-building and an expanded evidence base for innovation policy for sustainable development as a result of several new international good practices developed through the Commission's international policy dialogue.

17.55 To contribute to strengthening policies on public-private partnerships in the ECE region, the subprogramme will develop international guiding principles and standards on how to design regulatory frameworks for these partnerships in various sectors and how to design partnership projects; develop a methodology to assess partnership projects on whether they contribute to sustainable development ("people-first" public-private partnerships) and certify qualifying projects on request; and provide policy advice and capacity-building to support member States in creating regulatory frameworks and partnership project pipelines to help to close the Sustainable Development Goal infrastructure financing gap. This work is expected to result in a shared and improved understanding among member States and investors 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, for example, by requiring that the projects comply with advanced noise reduction standards or projects that provide a specific number of jobs for the local community or for socially disadvantaged groups). Past results in this area include the incorporation of ECE guiding principles on people-first public-private partnerships for the Sustainable Development Goals into the national laws and regulations of Kyrgyzstan and Tajikistan; the enhanced capacity of Belarus to identify and select partnership projects that promote sustainable development, in line with the ECE people-first approach; and an expanded evidence base on the implementation of Goals-compliant projects in roads, railways and renewable energy as a result of international standards developed through the ECE Working Party on Public-Private Partnerships.

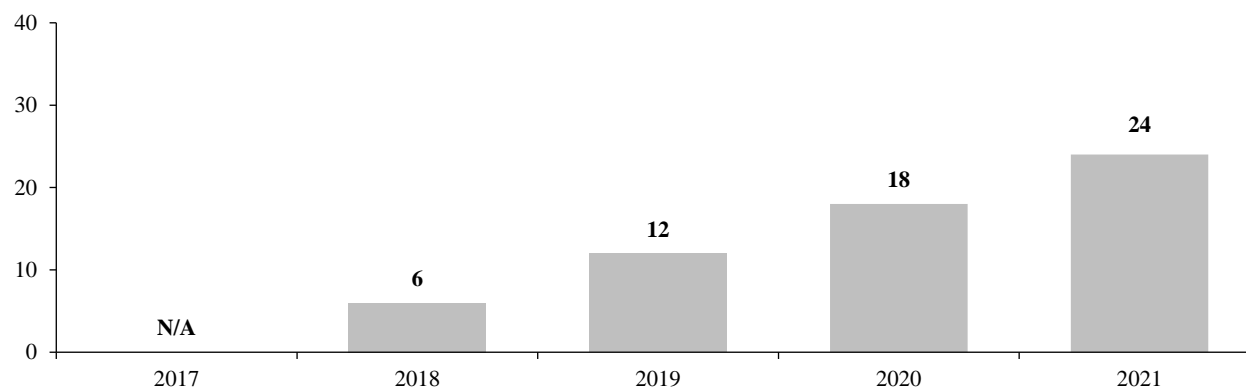
Planned results for 2021

Result 1: innovation policy outlook for the effective analysis of innovation policies and institutions (result carried over from 2020)

17.56 The subprogramme will continue the work related to the innovation policy outlook, in line with its mandate, and will assist countries in developing new policies that foster innovation projects for accelerated sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.VI

Performance measure: number of national innovation policy measures taken by pilot project member States (cumulative)



Abbreviation: N/A, not applicable.

Result 2: people-first public-private partnerships to finance sustainable development (new result)

17.57 The subprogramme has been supporting member States in creating and improving legal frameworks and implementing regulations for public-private partnerships as a mode to design, finance, build and operate critical infrastructure. Initially, the focus of this work had been on delivering optimal value for money. With

the adoption of the 2030 Agenda, the focus was broadened to support mobilizing the enormous investment needed to achieve sustainable development. Standards, guidelines and policy recommendations were developed for people-first public-private partnerships.

Internal challenge and response

17.58 The focus of the subprogramme's work has been on developing guidelines and standards for people-first public-private partnerships. These guidelines and standards need to be implemented in country-level projects so that they have a tangible effect in generating more public-private partnership investment in infrastructure that supports the achievement of the Sustainable Development Goals. The challenge for the subprogramme was to create a framework that would allow for public-private partnership projects to be assessed against ECE guidelines and standards in a verifiable, objective way. In response, the subprogramme will create an online project impact assessment tool that will allow Governments and investors to assess whether public-private partnership projects and project proposals meet the ECE people-first criteria. The Commission will further train independent evaluators, drawing on its existing network of national public-private partnership centres of excellence, who will provide independent project assessments against the people-first criteria, at the request of Governments. By using a set of objective and measurable criteria developed by ECE, this initiative will help Governments to design infrastructure projects that contributed to achieving the Sustainable Development Goals. By certifying that public-private partnership projects meet sustainability criteria, the initiative will also attract additional financial resources from developers aimed at achieving not only financial, but also broader social impact.

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

17.59 This work is expected to contribute to strengthened policies on public-private partnerships and their implementation, which would be demonstrated by at least 100 public-private partnership projects certified as complying with the ECE people-first criteria in 2021. Aside from differentiating high-quality public-private partnership projects that are fit for purpose for the Sustainable Development Goals from the rest, the project impact assessment tool is expected to provide member States with real evidence on the impact and performance of their infrastructure projects, which has been lacking. Such evidence will assist member States in prioritizing investment in infrastructure projects that support progress towards achieving the Sustainable Development Goals and help to mobilize private finance and innovation capabilities in Goals-compatible projects.

Table 17.6
Performance measure

2017	2018	2019	2020	2021
Member States first discussed and approved the idea to develop a project impact assessment tool	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	Member States are expected to approve the project impact assessment tool	At least 100 public-private partnership projects certified according to ECE people-first criteria

Legislative mandates

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

General Assembly resolutions

72/228	Science, technology and innovation for development	74/197	Information and communication technologies for sustainable development
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Economic Commission for Europe decisions

E/ECE/1448	Economic Commission for Europe annual report (24 February 2006 – 27 April 2007)
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Deliverables

17.61 Table 17.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.7

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	18	18	18
1. Documentation for the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	18	18	18
Substantive services for meetings (number of three-hour meetings)	19	19	19	19
2. Meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	18	18	18
3. Meetings of the Project Working Group on Knowledge-Based Development	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
4. Project on capacity-building for civil servants from countries of the Commonwealth of Independent States on innovation and competitiveness	1	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	1
Seminars, workshops and training events (number of days)	24	24	24	16
6. Capacity-building and policy advisory workshops, seminars and training on innovation and competitiveness policies for sustainable development	12	12	12	8
7. Capacity-building and policy advisory workshops, seminars and training on people-first public-private partnerships	12	12	12	8
Publications (number of publications)	3	3	3	3
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	2	2	2
C. Substantive deliverables				

Consultation, advice and advocacy: advisory services by the Public-Private Partnership Business Advisory Board and the Team of Specialists on Innovation and Competitiveness Policies for government officials and other stakeholders (4).

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Fact-finding, monitoring and investigation missions: preparatory and fact-finding missions for Innovation for Sustainable Development Reviews and public-private partnership readiness assessments (4).				
Databases and substantive digital materials: digital collection of case studies on people-first public-private partnerships (1).				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletter on people-first public-private partnerships (1).				
External and media relations: press releases and launch events for the above publications (6).				
Digital platforms and multimedia content: update and maintenance of the subprogramme's website (1).				

Subprogramme 5 Sustainable energy

Objective

17.62 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

17.63 The strategy of the subprogramme is based on the implementation of core interlinked functions, namely, international policy dialogue and cooperation among Governments, energy industries and other stakeholders to foster sustainable energy development; the development and deployment of ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues; and 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.

17.64 To contribute to the improvement in 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, the subprogramme will assist countries in integrating the objectives of Sustainable Development Goal 7 (improve access to affordable and clean energy for all) and Goal 13 (reduce greenhouse gas emissions, including CO₂ and methane, and the carbon footprint of the energy sector) by reducing the environmental footprint of energy (e.g., by developing recommendations for the deployment of carbon capture and storage, high-efficiency low emissions technology and best practice guidance for methane management in the extractive industries), accelerating deep transformation of the energy sector to meet future needs (through exploring the reinvention of energy as a service industry, of which the high-performance buildings initiative is an example), ensuring the sustainable management of resources (by deploying the United Nations Framework Classification for Resources and the Resource Management System) and assisting member States in assessing their options to ensure energy for sustainable development, including tracking progress (through the work on pathways to sustainable energy). The subprogramme will also 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 among countries. The initiatives include the establishment of centres of excellence (to disseminate ECE best practice

guidance on methane management, ECE Framework Guidelines on Energy Efficiency Standards in Buildings and United Nations Framework Classification for Resource) and the conduct of dialogues on pathways at meetings of the Committee on Sustainable Energy and its subsidiary bodies and at in-country and in-region workshops and forums. The subprogramme will also provide technical assistance, disseminate best practices, improve information-sharing and provide guidance on energy-related topics in ECE member States. These actions are expected to result in the more effective integration of sustainable energy across the 2030 Agenda, national policies and normative frameworks. In addition, the subprogramme will actively promote the participation of and collaboration among public and private sectors that are key to implementing national and regional policies. The promotion includes the engagement of stakeholders in the development of normative instruments and the activation of private and public actors in the deployment and dissemination of the instruments. The result will be 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.

17.65 Past results in these areas include the extension of the United Nations Framework Classification for Resources to embrace solar, wind and anthropogenic resources and to develop a United Nations resource management system to help decision-makers to manage resources, in line with the 2030 Agenda. As a result of this work and related training activities, the European Union has decided to use the Framework Classification to manage critical raw materials, African countries have launched a Framework Classification-based resource management system throughout the continent and Central Asian and the BRICS countries (Brazil, Russian Federation, India, China and South Africa) have decided to use the Framework Classification to enhance investment prospects in their resource sectors. A further result is the ECE project, "Pathways to Sustainable Energy", which investigated alternative pathways to achieve energy for sustainable development, enhanced the understanding of ECE member States of sustainable energy policy drivers, informed a high-level policy dialogue, raised awareness of different outcomes that could emerge over time and developed an instrument for a scenario analysis of alternative pathways to sustainable energy in the ECE region. In addition, the subprogramme organized "renewable energy hard talks" aimed at formulating concrete recommendations for policies to overcome policy, legal, regulatory and technical barriers to investment in renewable energy. As a result, Kazakhstan established its green technology centre and implemented renewable energy auctions, in line with ECE policy recommendations. Furthermore, the subprogramme developed and disseminated products in methane management in the extractive industries (best practice guidance for effective methane recovery and use from abandoned coal mines, with additional guidance on abandoned mine methane, and best practice guidance for monitoring, reporting, verifying and remediating methane emissions from the oil and gas sector). In 2018–2019, China and Poland launched two centres of excellence to disseminate the ECE guidance on methane recovery, which have undertaken extensive capacity-building in their areas of work. Lastly, in 2018–2019, the subprogramme organized two international forums on energy for sustainable development. The forums were a collaboration among the United Nations regional commissions that brought together energy experts, representatives from Governments, United Nations entities, international organizations and other stakeholders. They raised awareness of trade-offs involved in attaining energy for sustainable development, improved the capacity of countries to develop sustainable energy policies and aligned the activities of the United Nations system to support member States in achieving energy-related Sustainable Development Goals.

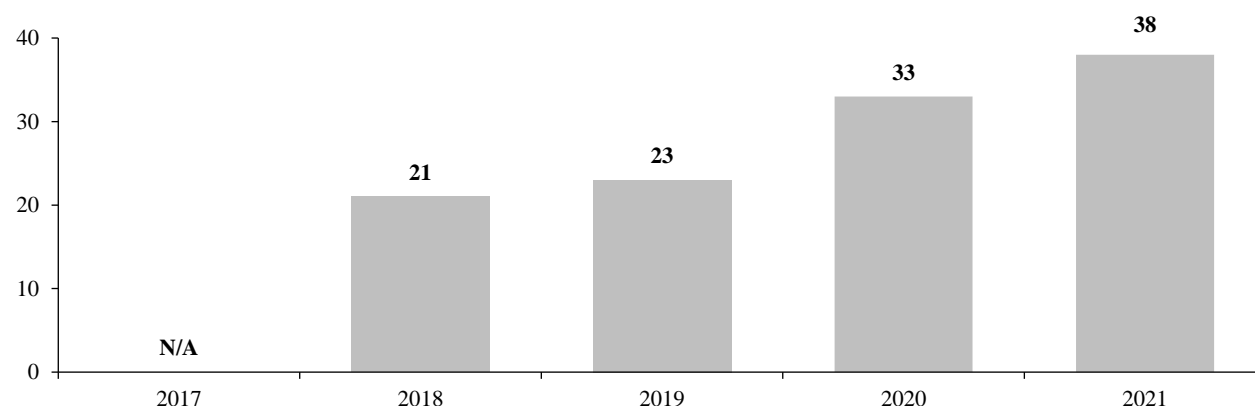
Planned results for 2021

Result 1: achieving a step change in the efficiency with which natural resources are used (result carried over from 2020)

17.66 The subprogramme will continue the work related to the sustainable management of natural resources, in line with its mandate, and will assist countries in applying the United Nations Framework Classification for Resources and in developing a resource management system to promote the more efficient use of natural resources, in line with the 2030 Agenda, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.VII

Performance measure: number of member States applying the United Nations Framework Classification for Resources



Abbreviation: N/A, not applicable.

Table 17.8

Performance measure

2017	2018	2019	2020	2021
N/A	Work on development of a resource management system initiated	Draft outline of the eventual resource management system produced	First draft of the resource management system documentation produced	Member States reviewing the pre-final draft of the resources management system documentation

Abbreviation: N/A, not applicable.

Result 2: reduced carbon footprint and improved quality of life with high-performance buildings (new result)

17.67 Buildings are central to meeting the sustainability challenge. In the developed world, buildings consume more than 70 per cent of the electric power generated and 40 per cent of primary energy and are responsible for 40 per cent of CO₂ emissions from the energy services that they require. In Europe, 75 to 90 per cent of buildings

will continue to be in use in 2050. Developing countries will need to accommodate 2.4 billion new urban residents by 2050. Renewable energy technology alone cannot meet these requirements, notwithstanding recent improvements in it. The energy performance of buildings benefits from good management. The capability to meet the challenge exists today.

17.68 High-performance buildings are key to achieving the objectives of the 2030 Agenda. They help to achieve many of the Sustainable Development Goals in areas that include promoting sustainable urban development by recognizing buildings as complex systems embedded in community, city and country-level energy networks; tackling poverty by reducing energy bills; accelerating the sustainable energy transition by improving the efficiency with which buildings' energy services are provided; and supporting climate action by reducing the energy requirements of buildings to a point at which residual needs can be met by no or low-carbon energy sources.

17.69 The subprogramme has been working to support Governments, the private sector and other key stakeholders in increasing awareness of the potential for improving the energy performance of buildings through dissemination, capacity-building, demonstration and education activities. The subprogramme conducts research on energy efficiency standards and technologies in buildings in the ECE region and, in 2017, developed the Framework Guidelines for Energy Efficiency Standards in Buildings. ECE also issued a study on mapping energy efficiency standards and technologies in buildings in the ECE region in 2018 and another on the mapping of existing technologies to enhance energy efficiency in buildings in the ECE region in 2019. A compendium of best practices on standards and technologies for energy efficiency in buildings in the ECE region was finalized in 2019.

Internal challenge and response

17.70 The challenge for the subprogramme was to accelerate support for the uptake of the Framework Guidelines for Energy Efficiency Standards in Buildings among national and international actors to meet the challenge of energy for sustainable development. In response, the subprogramme will deploy the three pillars of its initiative for high-performance buildings, which is aimed at a radical reduction in the global carbon footprint of buildings and a dramatic improvement in the health and quality of life provided by buildings through:

(a) A network of international centres of excellence that provides implementation-oriented education and assistance to building developers, contractors, architects and engineers, as well as regulatory and planning officials. The subprogramme is at the heart of the network, having established memorandums of understanding for each centre, criteria for who can become a centre and terms of reference for what the centres are expected to deliver. The subprogramme provides coordination of activities across the centres. The network will provide community-centric knowledge development and knowledge-sharing, connecting with resources and accelerating the use of high-performance buildings;

(b) A global building network of leading universities that undertakes research and advanced education in building materials, design and construction for current and future architects, engineers, policymakers and other stakeholders. As was the case with the centres of excellence, the subprogramme provides a central coordinating role for the global building network. The network will promote sustainable high-performance buildings worldwide in support of both the Framework Guidelines and the international centres of excellence;

(c) Case studies prepared by the subprogramme that illustrate the application of the Framework Guidelines in countries around the world to demonstrate their validity in different climates, stages of development and regulatory, legislative and physical infrastructure. The case studies will be available for reference and to support training and education activities.

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

17.71 This work is expected to contribute to improved access to affordable and clean energy for all and to reduced carbon footprint of the energy sector, which would be demonstrated by the increased network and support mechanisms at national and regional levels. By 2021, the subprogramme expects to have expanded the number of centres of excellence to seven, with corresponding activities under their terms of reference, to have 40 local authorities in 10 ECE countries whose building codes are aligned with the Framework Guidelines for Energy Efficiency Standards in Buildings and to have put in place mechanisms and indicators to establish baselines for tracking progress on energy and carbon efficiency. The subprogramme expects to have 10 universities collaborating globally within the Global Building Network and 100 case studies on the application of the Framework Guidelines developed. The networks have begun in North America and Western Europe but will expand quickly to include South-Eastern Europe and the Caucasus. ECE will work collaboratively with other United Nations regional commissions to further extend these networks. Through the actions of these networks, beneficiaries will improve building energy performance, reduce greenhouse gas emissions and improve indoor air quality, and transform the global supply chain for the construction business in order to enhance “carbon storage” and reduce the embedded carbon of building materials.

Table 17.9
Performance measure

2017	2018	2019	2020	2021
Development of vision, framework and forward plan for the centres of excellence	Discussions with candidate hosts of the centres of excellence advanced; 1 centre established	Commitments approved by the hosts of the centres of excellence; 3 centres established	Negotiations and agreement with countries/contact with institutions; 5 centres of excellence established	7 centres of excellence created

Legislative mandates

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

General Assembly resolutions

69/225	Promotion of new and renewable sources of energy	72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/213	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	2011/222	Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources		

Deliverables

17.73 Table 17.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.10

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	60	60	60	60
1. Documentation for the Committee on Sustainable Energy and related subsidiary bodies	60	60	60	60
Substantive services for meetings (number of three-hour meetings)	38	38	38	40
2. Meetings of the Committee on Sustainable Energy, its Bureau and related subsidiary bodies	38	38	38	40
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	7	6	4
3. Project on pathways to sustainable energy	1	1	1	1
4. Project on global tracking framework	–	–	1	–
5. Project on energy efficiency in buildings	1	1	1	1
6. Project on the application of the United Nations Framework Classification for Resources in Central Asia	1	1	–	–
7. Project on the United Nations resource management system	–	–	1	1
8. Projects on methane management	2	3	2	1
9. Project on transboundary cooperation on renewable energy	1	1	–	–
Seminars, workshops and training events (number of days)	10	13	10	10
10. Workshops for experts and government officials on the application of United Nations Framework Classification for Resources	2	5	2	2
11. Capacity-building seminars on energy efficiency measures, accelerators and standards	2	2	2	2
12. International capacity-building seminars on renewable energy development and policy reforms for climate change mitigation	2	2	2	2
13. International Forum on Energy for Sustainable Development	4	4	4	4
Publications (number of publications)	10	10	2	2
14. Publications on the best practice guidelines, case studies and other publications related to sustainable energy	10	10	2	2

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for government officials and other stakeholders of countries of the ECE region on pathways to sustainable energy and national action plans related to the subprogramme's programme of work (4).				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets on sustainable energy and related topics (6).				
External and media relations: press releases, keynote speeches and articles (10).				
Digital platforms and multimedia content: update and maintenance of subprogramme's website (1).				

Subprogramme 6

Trade

Objective

17.74 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

17.75 The strategy of the subprogramme is based on the implementation of the following core interlinked functions: (a) 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; (b) normative work to develop standards and recommendations in the areas of trade facilitation and e-business, agricultural quality standards and regulatory cooperation; and (c) 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.

17.76 To contribute to the strengthening of trade facilitation and electronic business in the ECE region and beyond, the subprogramme will continue to promote simple, transparent and effective processes for global commerce. The subprogramme will also continue its normative work to develop standards and recommendations in the areas of trade facilitation and electronic business and facilitate international policy dialogue on establishing paperless trading environments and ensuring compliance with the requirements of the multilateral trading system, and dissemination of the instruments such as standards, recommendations and guidelines. The subprogramme will also integrate sustainable value chain initiatives and enhance recycling approaches and initiatives, minimizing waste and maximizing the use of natural resources using instruments and lessons learned from extrabudgetary projects, and this action is expected to result in the increased transparency and traceability of the value chains. All of the above contribute to achieving Sustainable Development Goals 8, 12 and 17. For example, improving trade facilitation leads to greater productivity (Goal 8) and increasing transparency in value chains promotes sustainable consumption and production patterns (Goal 12). In effect, these efforts help to facilitate trade as a means for achieving Goal 17 (strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). Past results in this area include the

fact that many countries in the ECE region, such as North Macedonia, Ukraine and the States members of the Eurasian Economic Union, have been implementing United Nations Centre for Trade Facilitation and Electronic Business standards to digitalize and automate trade procedures and thereby cutting red tape for export-import procedures. The implementation of such standards provides a common framework that allows data to be shared and reused across applications, enterprises and community boundaries, which will lead to the harmonized exchange of trade-related information between countries. The countries in the ECE region have begun to use these standards for assessing potential use cases for improving regulatory and commercial processes.

17.77 To contribute to the strengthening of regulatory cooperation and standardization policies in the ECE region and beyond, 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. This action is expected to result in greater uptake of international standards by countries, in order to enable the implementation of internationally harmonized regulatory processes. The subprogramme will also continue to disseminate gender-responsive standards, thus contributing to achieving gender equality and Sustainable Development Goal 5. Past results in this area include a strengthened policy dialogue leading, for example, to the development of a new common regulatory framework for the cybersecurity sector, which recommends the use of international standards and requires a determination of the type and level of conformity assessment that should be used to ensure that the requirements are met. In addition, in 2018, the Working Party on Regulatory Cooperation and Standardization Policy adopted two new recommendations on “standards and regulations for sustainable development” and on “gender-responsive standards”, the latter incorporating the Declaration on Gender Responsive Standards and Standards Development, which had been signed by 56 international, regional and national standardization bodies as of January 2020, including from 22 countries beyond the ECE region. The adoption of standards-based regulatory approaches is a key component for the reduction in technical barriers to trade, but policymakers may not be leveraging the utilization of the standards in full, in particular for sustainable development. To tackle this challenge, in addition to organizing capacity-building and awareness-raising events, the Working Party developed a portal on “standards for the Sustainable Development Goals”, which helps policymakers to identify voluntary standards and presents them according to the relevant Goals and their targets.

17.78 To contribute to the strengthening of agricultural quality standards in the ECE region and beyond, being mindful of 1.6 billion tonnes of food lost or wasted while more than 800 million people suffer from hunger worldwide, the subprogramme will continue to promote up-to-date agricultural quality standards and explanatory guidelines through its normative work to develop standards and recommendations in these areas. The subprogramme will also continue to address food loss and waste, thus contributing to Sustainable Development Goals 12 (ensure sustainable consumption and production patterns, in particular target 12.3, to reduce food loss and waste by half by 2030) and 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). The work on food loss and waste is expected to result in the availability of more food in supply chains by reducing wastage. Past results in this area include the adoption by member States of action plans and strategies and the development of more holistic approaches to tackle food loss and waste. These results are based on continued policy dialogue and the development by ECE of new prevention awareness-raising and training strategies based on unique guidance material during 2018–2019. It is also the result of the design of an ECE digital smart food loss and waste management system that began in 2019. This system was designed to help to prevent losses on the supply side of

agricultural trade and to empower all stakeholders to effectively use available resources and distribute discarded produce through digital platforms.

17.79 To contribute to the strengthening of trade-related economic cooperation in the ECE region and beyond, the subprogramme will continue to develop its 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, which is expected to result in more uptake of “trade as means of implementation”, as envisaged under Sustainable Development Goal 17 (strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). Past results in this area include action-oriented recommendations for removing regulatory and procedural barriers to trade in Armenia and Georgia, mapped against Goals 7 (ensure access to affordable, reliable, sustainable and modern energy for all), 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 and related targets to which they directly contribute. The recommendations were adopted by the Governments of Armenia and Georgia as a way to orient trade to serve as a means of implementing the 2030 Agenda. Follow-up activities involved the development of a joint ECE-UNCTAD policy paper to ensure the full and complete capitalization of growth opportunities offered by ports in Georgia, in line with the recommendations emerging from the study.

Planned results for 2021

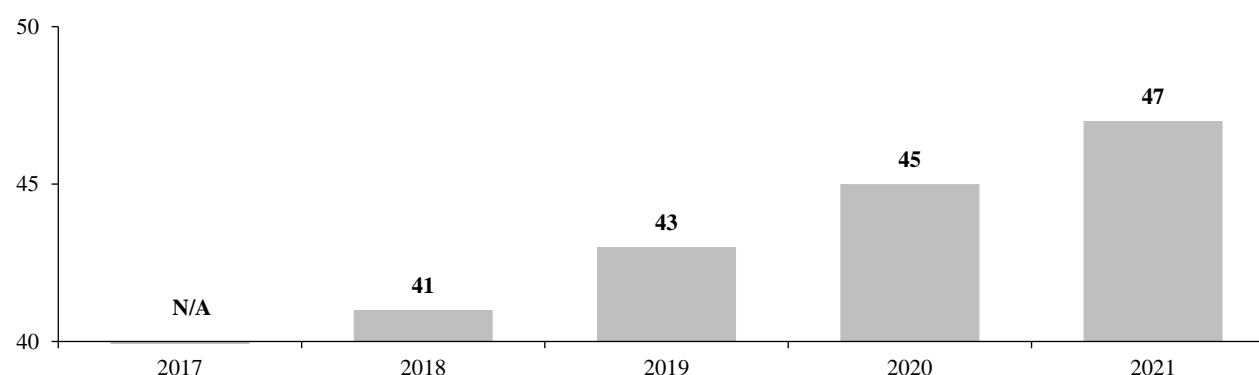
Result 1: enhancing trade efficiency in Central Asia (result carried over from 2020)

17.80 The subprogramme will continue the work related to trade facilitation and electronic business, in line with its mandate, and will, as part of its broader mandate to support ECE member States, assist Central Asian countries in implementing recommendations that are conducive to increased connectivity to markets and reduced barriers to trade, which is expected to be demonstrated by the performance measure for 2021 below. In 2021, the Central Asian member States will integrate or adopt two additional standards and tools for trade facilitation and electronic business. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.VIII

Performance measure: average trade facilitation implementation rate of Central Asian States members of the Economic Commission for Europe

(Percentage)



Abbreviation: N/A, not applicable.

Result 2: Improved traceability in the garment sector (new result)

17.81 The subprogramme has been working on traceability for the agri-food and fishery value chains since 2016. In 2019, the subprogramme expanded its work to cover traceability for due diligence in the garment and footwear industry. The garment and footwear industry generate \$3 trillion in annual revenue, produces 80 billion garment pieces annually and employs more than 60 million workers globally. Its value chain is both global and complex, with production facilities across the globe. At the same time, its environmental, social and health risks are well documented, while there are no global framework and tools for ensuring the transparency and traceability of products, operations and their impact. As one of its focus areas, the subprogramme is developing a transparency and traceability system through the development of policy recommendations, standards, implementation guidelines and the conduct of pilot projects in the industry.

Internal challenge and response

17.82 The challenge for the subprogramme was to identify appropriate ways to develop a framework to address complex challenges in traceability and transparency for the garment and footwear industry, building on the previous ECE work on traceability for the agri-food and fishery value chains. The garment and footwear industry is extremely labour and resource-intensive, with complex and fragmented global value chains and markets served primarily by developing countries. According to a recent ECE study, key actors in the industry have identified traceability and transparency as crucial enablers of more responsible production and consumption patterns, and a core priority for immediate action. In response, the subprogramme will develop a sectoral framework for traceability and transparency of the value chain based on global standards, which is interoperable and scalable. It would allow for an effective connection between producers and firms, brands and retailers, and provide a rigorous way of collecting and exchanging information related to operations and products along the entire value chain. The contexts in developing countries are heterogenous, and the market dynamics of the global value chains may be affected by other factors that are not within the scope of the subprogramme to address (e.g., specific environmental or social risks). However, the subprogramme will have the option of customizing the transparency and traceability system on the basis of such local contexts. A network of experts will also be mobilized to address the specific challenges.

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

17.83 This work is expected to contribute to strengthened trade facilitation and electronic business, which would be demonstrated by implementation of the transparency and traceability system in at least three countries, resulting in the enhanced capacity of countries and companies to take risk-informed decisions and operate along a set of internationally agreed practices that increase the traceability and transparency of value chains, vis-à-vis all actors, including workers and final consumers. This, in turn, is expected to enhance the transparency and traceability of the garment value chain, as part of efforts to improve due diligence by industry players. In addition, it is also expected to result in the improved connectivity and enhanced capacity of retailers, brands and manufacturers along the value chain to source more sustainably. ECE is best placed to carry out this work because of its significant experience in developing electronic business standards, which support greater transparency and interoperability. Most of these standards are considered best practices and adopted globally.

Table 17.11

Performance measure

2017	2018	2019	2020	2021
Launch of the discussion by ECE/United Nations/United Nations Centre for Trade Facilitation and Electronic Business experts on the need for improved transparency and traceability in the garment supply chains	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 multiple countries and businesses	Implementation of the transparency and traceability system by three countries

Legislative mandates

17.84 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	71/239	Follow-up to the second United Nations Conference on Landlocked Developing Countries
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	71/242 73/253	Industrial development cooperation Agriculture development, food security and nutrition
70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

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

17.85 Table 17.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.12

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	110	106	110	110
1. Documentation for the Steering Committee on Trade Capacity and Standards	13	12	13	13
2. Documentation for the Working Party on Regulatory Cooperation and Standardization Policies	13	13	13	13
3. Documentation for the Working Party on Agricultural Quality Standards	60	55	60	60
4. Documentation for the United Nations Centre for Trade Facilitation and Electronic Business	24	26	24	24
Substantive services for meetings (number of three-hour meetings)	89	88	91	91
5. Meetings of the Steering Committee on Trade Capacity and Standards and its Bureau	7	6	7	7
6. Meetings of Working Party on Regulatory Cooperation and Standardization Policies	5	5	5	5
7. Meetings of Working Party on Agricultural Quality Standards and its specialized sections	29	21	26	26
8. Meetings of the United Nations Centre for Trade Facilitation and Electronic Business	48	56	53	53
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	5	4	4
9. Projects on trade facilitation	3	4	3	3
10. Project on food loss and agriculture	1	1	1	1
Seminars, workshops and training events (number of days)	15	16	18	18
11. 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	6	6	6
12. 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
13. 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	—	1	3	3
Publications (number of publications)	9	9	7	10
14. Publication on the summary of ECE trade facilitation best practice and recommendations	1	1	1	1
15. Publications on the guides on trade standards in the following areas: traceability and risk management; e-business; education; and sustainable development	3	3	2	1
16. Publications on the trade facilitation recommendations, standards and strategies to support policymakers	2	2	2	5
17. Publication on agricultural trade and supply chains	1	1	1	1
18. Publication on the regulatory and procedural barriers to trade in a country to be decided	1	1	1	1
19. Publication on risk-based inspections and disaster and sustainable development	1	1	—	1
Technical materials (number of materials)	8	10	8	8
20. Standards and guidelines on agricultural quality	5	5	4	4
21. Training material on trade facilitation and electronic business	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
22. Material on trade standards	2	4	2	2
23. Guidelines on cross-border trade	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to government officials and other stakeholders in ECE member States on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization and regulatory and procedural barriers to trade (4).

Fact-finding, monitoring and investigating missions: fact-finding missions in ECE member States on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization and regulatory and procedural barriers to trade (4).

D. Communication deliverables

Outreach programmes, special events and information materials: booklets, fact sheets and information brochures (3).

External and media relations: annual set of press releases for the subprogramme (1).

Digital platforms and multimedia content: update and maintenance of the website and databases of the subprogramme (10).

Subprogramme 7¹⁴ Forests and the forest industry

Objective

17.86 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

17.87 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 (IUCN), World Agroforestry and Forest Europe).

17.88 To contribute to the strengthening of the sustainable management of forests and enhancing the contribution of forests and forest products to sustainable development in the ECE region, 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 will also be collecting, validating and disseminating 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. This work is expected to result in restored ecosystems, forest goods and services to benefit society and other aspects of managing forest resources in a sustainable and integrated way. The subprogramme

¹⁴ The Economic Commission for Europe decided to change the name of subprogramme 7 from “Forestry and timber” to “Forests and the forest industry”. See E/2019/15/Add.2 Decision G (68).

will support member States in making progress in 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](#)).

17.89 Past results in these areas include the organization of a ministerial round table on forest landscape restoration and the Bonn Challenge¹⁵ in the Caucasus and Central Asia, held in Astana (now Nur-Sultan) on 21 and 22 June 2018. The ECE secretariat prepared a study on restoration and afforestation opportunities that was shared with and discussed among forest stakeholders at the gathering. Following the ministerial round table, ECE, together with FAO, IUCN, the World Resources Institute and the World Bank, launched the ECCA30 initiative in September 2019 which is intended to restore 30 million ha of degraded and deforested land in Europe, the Caucasus and Central Asia by 2030. As a result, the capacity of member States to provide statistical data on sustainable forest management and the sustainable production and consumption of wood products in the Corporate Database for Substantive Statistical Data database was significantly increased. Fifty per cent of the datapoints in this database are provided by ECE member States. Owing to cooperation between ECE and FAO, the coverage of the ECE member States reporting on indicators of sustainable forest management increased significantly in 2019, compared with the planned value.

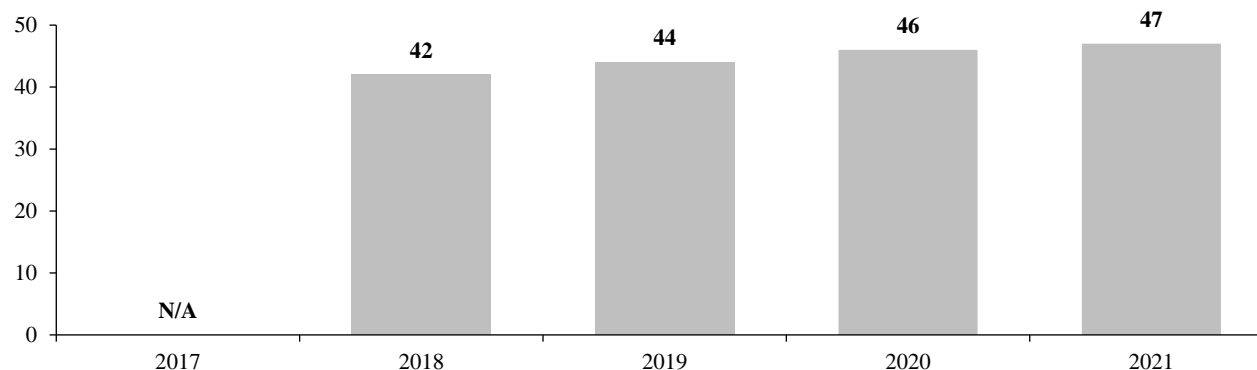
Planned results for 2021

Result 1: are we there yet? Measuring sustainable forest management under Sustainable Development Goal 15 (result carried over from 2020)

17.90 The subprogramme will continue the work related to the measurement of reporting under Sustainable Development Goal 15, in line with its mandate, and will assist countries in reporting on sustainable forest management targets, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.IX

Performance measure: number of Economic Commission for Europe member States that report data on targets 15.1 and 15.2 of the Sustainable Development Goals



Abbreviation: N/A, not applicable.

¹⁵ An international effort to restore 350 million ha of the world's deforested and degraded lands by 2030.

Result 2: strengthening capacity and political commitment for ecosystem restoration in Eastern and South-Eastern Europe (new result)

17.91 The subprogramme has been actively involved in raising awareness of the Bonn Challenge among ECE member States working since 2018 with countries in the Caucasus and Central Asia to support Governments in determining potential areas for landscape restoration and to increase the political commitment to restore degraded lands under the Bonn Challenge. In line with General Assembly resolution [73/284](#), in which the Assembly declared 2021–2030 the United Nations Decade on Ecosystem Restoration, the subprogramme builds on this momentum to increase the country commitments on forest landscape restoration to work to support countries in Eastern and South-Eastern Europe in aligning their efforts on ecosystem restoration with international initiatives. The subprogramme plans to expand ECCA30, allowing for regional cooperation and the joining of forces for forest landscape restoration, in line with the Bonn Challenge. The ECCA30 initiative will bundle all pledges towards ecosystem restoration in Europe, the Caucasus and Central Asia and targets to realize the commitments made by countries to restore 30 million ha of degraded land by 2030. The subprogramme will be working closely with ministries and stakeholders responsible for ecosystems, specifically for forest restoration, to mobilize funds and increase capacities for restoration.

Internal challenge and response

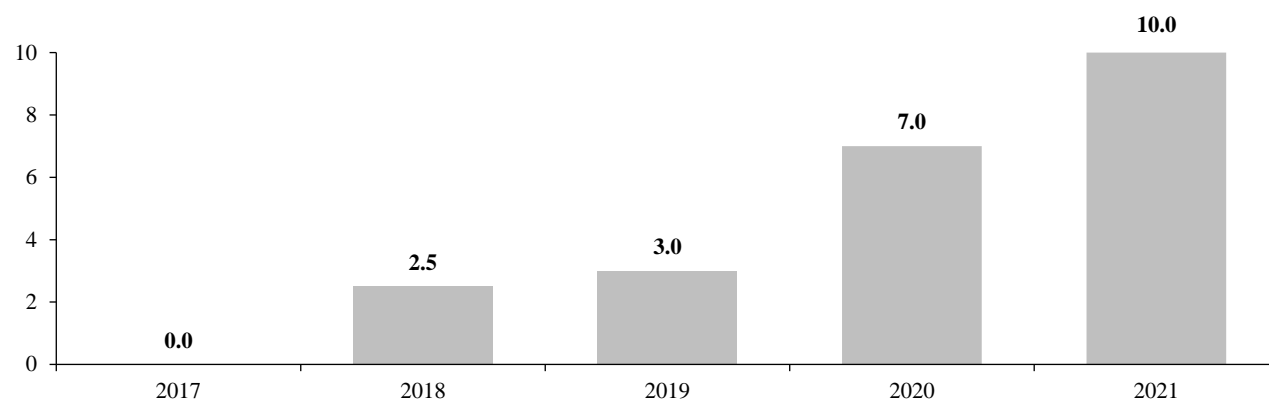
17.92 The challenge for the subprogramme was to build partnerships with international organizations that have extensive experience and expertise in the area of ecosystem restoration, to better support member States in Eastern and South-Eastern Europe, build their capacity and increase the awareness of ecosystem restoration. The political development and commitment made by member States preceding the adoption of General Assembly resolution [73/284](#) helped the subprogramme to identify this topic as a major opportunity for Eastern and South-Eastern Europe to strengthen their capacities in ecosystem restoration from the forest perspective. In response, in order to improve communication, the subprogramme developed strong partnerships with organizations that have extensive experience and expertise in this area (IUCN, the United Nations Forum on Forests and the secretariat of the United Nations Convention to Combat Desertification) and involved United Nations resident coordinators in the target countries. Furthermore, the subprogramme worked closely with member States to define which capacities were required. The subprogramme also reached out to member States that are more advanced in ecosystem restoration to support countries in Eastern and South-Eastern Europe in analysing their restoration potential and to build capacities for monitoring landscape restoration and degradation at the national level and for reporting on the Sustainable Development Goals.

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

17.93 This work is expected to contribute to the strengthening of the sustainable management of forests and enhance the contribution of forests and forest products to sustainable development in the ECE region, which would be demonstrated by national commitments made towards ecosystem restoration, increasing the total area for the Europe, Caucasus and Central Asia region committed under the Bonn Challenge from 7 million ha in 2020 to at least 10 million ha in 2021. National or regional restoration commitments are announced at a high-level meeting and formalized with a letter of the Government to the Bonn Challenge secretariat, which is hosted by IUCN.

Figure 17.X
Performance measure: commitments to ECCA30

(Millions of hectares)



Legislative mandates

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

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	71/286	United Nations forest instrument
67/200	International Day of Forests	73/284	United Nations Decade on Ecosystem Restoration (2021–2030)
71/285	United Nations strategic plan for forests 2017–2030		

Economic and Social Council resolutions

2007/40	Non-legally binding instrument on all types of forests	2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020
2015/33	International arrangement on forests beyond 2015		

Deliverables

17.95 Table 17.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.13

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	16	28	18	24
1. Documentation for the Committee on Forests and the Forest Industry/European Forestry Commission	14	26	12	18
2. Documentation for the Joint FAO/ECE Working Party on Forest Statistics, Economics and Management	2	2	6	6

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Substantive services for meetings (number of three-hour meetings)	45	45	26	32
3. Meetings of the Committee on Forests and the Forest Industry/European Forestry Commission	14	16	8	16
4. Meetings of the Bureau of the Committee on Forests and the Forest Industry	6	2	4	2
5. Meetings of the Joint FAO/ECE Working Party on Forest Statistics, Economics and Management and of teams of specialists	25	27	14	14
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	19	10	15
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	19	10	15
Publications (number of publications)	6	6	7	7
7. <i>Forest Products Annual Market Review</i>	1	1	1	1
8. Publication on sustainable forest management and forest products	5	5	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: forest policy dialogues at the request of countries and support for forest policy issues (1).				
Databases and substantive digital materials: update and maintenance of databases on forest resources forest policies and institutions; forest products; production, consumption and trade, including prices; and wood energy (6).				
D. Communication deliverables				
Outreach programmes, special events and information materials: International Day of Forests (1); brochures on different forest-related topics (1); presentations at round tables and discussions at international forest-related events (2).				
External and media relations: annual set of press releases for the subprogramme (1).				
Digital platforms and multimedia content: update and maintenance of the website of the subprogramme (1); videos on forest-related topics (1).				

Subprogramme 8

Housing, land management and population

Objective

17.96 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

17.97 The subprogramme comprises two components: (a) housing and land management; and (b) population.

17.98 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.

17.99 To contribute to the strengthening of 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,

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 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 (make cities and human settlements inclusive, safe, resilient and sustainable), and, to a lesser extent, Goals 3 (ensure healthy lives and promote well-being of all ages), 5 (achieve gender equality and empower all women and girls), 7 (ensure access to affordable, reliable, sustainable and modern energy for all), 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) and 12 (ensure sustainable consumption and production patterns). This will be done through the development of country profiles on urban development, housing and land management, smart sustainable cities profiles, 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. Furthermore, it will support Governments in the development of their national evidence-based urban 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, which is expected to result in improved housing affordability and accessibility for all, improved energy efficiency and climate-neutrality of buildings, and increased support for the development of sustainable real estate markets that integrate the concepts of the 2030 Agenda and the Geneva Charter on Sustainable Housing.

17.100 Past results in these areas include the development of evidence-based affordable and energy-efficient housing and urban policies and programmes at the national level, including the development of the national programmes for social housing and for low-cost housing in Albania, the new laws on spatial planning, architectural and construction activities and key provisions of regulating territorial use and development in Georgia, the adoption of the national strategy for the construction sector until 2030 in Kyrgyzstan and the formulation of the draft housing code in Ukraine according to recommendations of the ECE/United Nations Human Settlements Programme (UN-Habitat) guidelines for data-collection processes for evidence-based housing and urban development policies. A second key result is the development of the city development plan for the city of Voznesensk, Ukraine, based on the recommendations of the smart sustainable city profile of the city, and the city performance evaluation using ECE/ITU key performance indicators on smart sustainable cities. The city government also developed a city action plan and concrete investment projects on promoting energy efficiency in buildings and improving health services, which supported the improvement in the social and economic situation in Voznesensk and the quality of life of its population. A third key result is the preparation of the national programme for affordable housing construction in Belarus based on the recommendations of the country profile on housing and land management of Belarus. Following the recommendations, the Government of Belarus, with the assistance of ECE, initiated a pilot project on innovating financial mechanisms to promote smart sustainable city solutions in the city of Grodno.

17.101 To contribute to the advancement of evidence-based population and social cohesion policies, 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 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. This work is expected to result in helping member States to implement the 2030 Agenda, in particular with regard to its core principle of leaving no one behind. The situation of current and future older persons will be improved thanks to the design and implementation of integrated policies for active and healthy ageing in which older persons are continuously recognized as an asset to a sustainable and inclusive society for all ages. The four components of the Active Ageing Index, namely, employment, participation in society, independent, healthy and secure living, and capacity and an enabling environment to remain active into old age, encapsulate such an integrated approach and allow for the monitoring of progress.

17.102 Past results in this area included the adoption of a more holistic approach to population ageing by the ECE countries in developing and/or revising population-related strategies and programmes. The use of the Active Ageing Index as a monitoring tool and a framework for integrated policymaking expanded owing to ECE operational support and technical guidelines on the Index's development for non-European Union countries and for the subnational and local levels. In addition, ECE countries have increasingly adopted innovative solutions to address some specific policy challenges (e.g., role of informal carers and ageism in the labour market) through the exchange of experiences and knowledge gained at ECE policy briefs, policy seminars and other capacity-building activities.

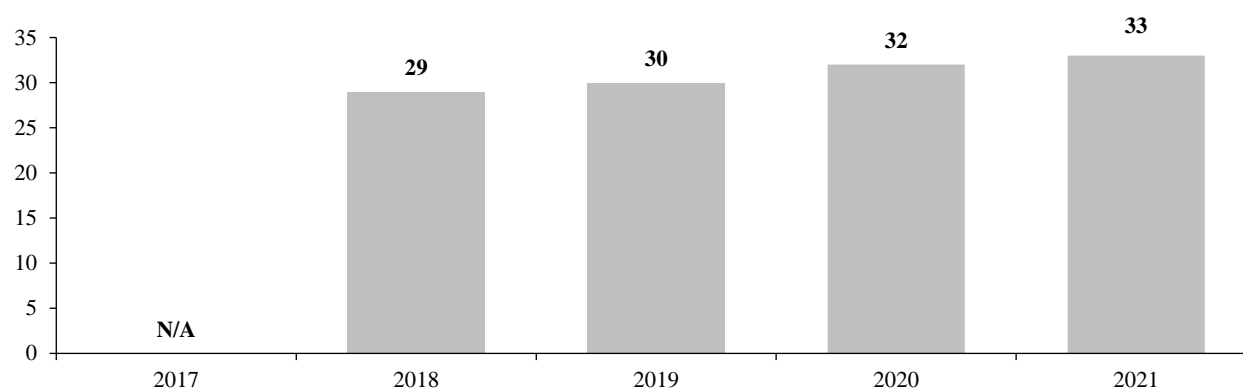
Planned results for 2021

Result 1: regional observatory on urban-related Sustainable Development Goals (result carried over from 2020)

17.103 The subprogramme will continue the work related to sustainable urban development, sustainable smart cities, housing and land management, in line with its mandate, and will assist Governments in strengthening their capacity to develop evidence-based policies in support of the implementation of the 2030 Agenda by applying ECE guidelines on urban development, sustainable smart cities, housing and land management, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 17.XI

Performance measure: 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



Abbreviation: N/A, not applicable.

Result 2: countries launch new guidelines on how to mainstream ageing to achieve a society for all ages (new result)

17.104 The ECE region is at the forefront of a global demographic transformation from population growth to population ageing. The region accounts for 17 per cent of the world's population and has approximately 30 per cent of the world's people who are 65 years of age and above. Adapting to population ageing may be challenging to the socioeconomic environment and intergenerational relations. The concept of mainstreaming ageing is to bring societies and economies into harmony with the ongoing demographic change, the aim of which is to achieve an inclusive society for all ages.

17.105 Since 2011, the subprogramme has been working on the development of road maps on mainstreaming ageing, at the request of member States (Armenia, Belarus, Georgia and the Republic of Moldova). On the basis of that experience, in 2018, the ECE Standing Working Group on Ageing decided to develop guidelines on mainstreaming ageing that would benefit policymakers in all ECE member States. On the basis of a comprehensive stocktaking exercise on mainstreaming policies, tools and practice developed by member States since 2002, the Working Group prepared guidelines in 2019 and 2020 to enhance the capacity of member States to mainstream ageing across policy fields. Given that ageing is a cross-cutting, multisectoral policy challenge with implications for labour markets, economies, health-care systems, social services, intergenerational relations and social cohesion, it cannot be addressed through one policy field alone.

17.106 The subprogramme will prepare a launch programme for the guidelines, including a special launch event for leading stakeholders and will pilot a training workshop on the use of a toolkit. The launch of new guidelines and a toolkit, and the convening of the first capacity-building workshop on using the guidelines and toolkit, in 2021, will guide national policymakers on how to promote age mainstreaming at the national level.

Internal challenge and response

17.107 The challenge for the subprogramme was to scale up activities in countries where the awareness of and policy response to the impact of this major demographic shift was still at its inception. Promoting the guidelines and toolkit among the countries with already established strategies and programmes on ageing may require

a more targeted approach. In response, the subprogramme will tailor capacity-building efforts on the use of guidelines on mainstreaming ageing by taking into consideration the different policymaking contexts across the region.

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

17.108 This work is expected to contribute to the strengthening of 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 the advancement of evidence-based population and social cohesion policies, which would be demonstrated by the launch of the implementation of the guidelines by member States and their readiness to use the toolkit and guidelines on mainstreaming ageing into future policymaking. This will build the capacity of member States to mainstream ageing across all relevant policy areas.

Table 17.14

Performance measure

2017	2018	2019	2020	2021
The 2017 Lisbon ministerial declaration adopted by ECE member States stresses the importance of further mainstreaming ageing into relevant policy areas (para. 10 of the declaration)	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 are expected to review and adopt 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

Legislative mandates

17.109 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	71/256 72/144	New Urban Agenda 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)	73/143	Follow-up to the Second World Assembly on Ageing

Economic and Social Council resolutions

2014/7	Further implementation of the Madrid International Plan of Action on Ageing, 2002	2015/5	Modalities for the third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
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2016/25	Future organization and methods of work of the Commission on Population and Development	2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
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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 201401502020 (ECE/HBP/2013/3)		

Deliverables

17.110 Table 17.15 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 17.15

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	17	24	15	24
1. Documentation for the Committee on Urban Development, Housing and Land Management	6	11	10	12
2. Documentation for the Working Party on Land Administration	7	8	–	7
3. Documentation for the Standing Working Group on Ageing	4	5	5	5
Substantive services for meetings (number of three-hour meetings)	32	27	29	29
4. Meetings of the Committee on Urban Development, Housing and Land Management and its Bureau	14	10	14	12

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
5. Meetings of the Working Party on Land Administration and its Bureau	11	10	8	10
6. Meetings of the Standing Working Group on Ageing	7	7	7	7
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	2	2
7. Projects on country profiles on housing, land administration and spatial planning	1	1	2	1
8. Road map for mainstreaming ageing project for a specific country	–	1	–	1
Seminars, workshops and training events (number of days)	5	8	5	6
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	4	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	4	1	2
Publications (number of publications)	5	6	5	7
11. Publications on housing and land management	2	2	2	3
12. Publications on population	3	4	3	4
Technical materials (number of materials)	1	2	1	3
13. Technical guidelines on housing and land management	1	2	1	2
14. Guidelines on mainstreaming ageing	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: generations and gender programme – support for the council of partners (1); country microdata submission and researchers' access agreements; advisory services for policymakers, in preparation for and follow-up to the country profiles on housing, land administration and spatial planning (2); advisory services for government officials and other stakeholders, to develop national capacities in designing and implementing ageing-related policies and programmes (1).				
Fact-finding, monitoring and investigation missions: fact-finding missions for policymakers in preparation for and follow-up to the country profiles on housing, land administration and spatial planning (2); fact-finding missions for government officials and other stakeholders, to develop national capacities in designing and implementing ageing-related policies and programmes (1).				
Databases and substantive digital materials: update and maintenance of the active ageing indicators data set (1).				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklet/fact sheets of the Committee on Urban Development, Housing and Land Management and the Working Party on Land Administration (1); booklet of the Standing Working Group on Ageing (1).				
External and media relations: annual sets of press releases related to housing, land management and population activities (2).				
Digital platforms and multimedia content: update and maintenance of the websites related to housing, land management and population activities (2); Active Ageing Index wiki (1).				

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 relevant normative, operational capacity development, technical cooperation services, as well as advisory services, in support of regional development efforts. The mandate derives from 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 and countries of the world. In 1996, pursuant to its resolution 553 (XXVI), the Commission decided that it should, *inter alia*, 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. ECLAC support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Strategy and external factors for 2021

18.2 Latin American and Caribbean countries face a complex scenario. After several years of low average growth rates, although with differences among countries, the region has shown a generalized slowdown in the dynamism of its economies, coupled with low external demand and volatile international financial markets. Between 2014 and 2019, regional per capita gross domestic product (GDP) decreased by 4 per cent. In 2019, approximately 191 million people were still living in poverty in a context of growing social demands for reducing inequality and increasing social inclusion. The socioeconomic impact of the global COVID-19 pandemic in the region will further aggravate those figures as economies in the region are experiencing a sharp decrease in growth and poverty rates are rising steeply. In addition, significant challenges remain in terms of financing public policies. Therefore, the leaving no one behind principle of the 2030 Agenda for Sustainable Development is essential to make progress in building institutions and universal social protection systems that address the needs of diverse population segments.

18.3 Moreover, the region faces persistent infrastructure gaps and high logistics costs, affecting regional competitiveness, and in order to diminish the dependence of the economies of the region on commodities and support the diversification of their production structures, a change in investment patterns is required. In this context, public policies to stimulate growth and reduce inequality are needed. In terms of macroeconomic policies, reactivating growth in Latin America and the Caribbean will require better coordination between the fiscal and monetary policies to play a stronger

role, more than ever before, in the context of the economic crisis faced by the countries of the region and the deterioration of the living conditions of their population. There is also a need to advance in progressive taxation, hand in hand with improved patterns of public expenditure.

18.4 In the light of the above, the systematic work done by ECLAC during the last decade on the issue of equality in the Latin American and Caribbean development context, has allowed the Commission, very early on, to align its programme of work with the emerging needs and demands of member States to implement the 2030 Agenda and the Sustainable Development Goals. In this regard, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. 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 individual 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 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. 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.

18.5 Within the framework of the reform process of the United Nations development system at the regional level and in order to be better fit for the purpose of supporting member States in implementing the 2030 Agenda and attaining the Sustainable Development Goals and to be better positioned to deliver on its mandate, the Commission is proposing adjustments to the programme of work of: subprogramme 1, Linkages with the global economy, integration and regional cooperation, which has been renamed “International trade, integration and infrastructure”; subprogramme 2, Production and innovation; and subprogramme 8, Natural resources and infrastructure, which has been renamed “Natural resources”. These adjustments consist of updating the implementation strategies under these subprogrammes in order to incorporate the thematic area of agriculture under subprogramme 8 (previously under subprogramme 2) and the thematic area of infrastructure under subprogramme 1 (previously under subprogramme 8), in accordance with ECLAC resolution 736 (PLEN.34).

18.6 The underpinning rationale for these adjustments is related to the current international context, compounded by the socioeconomic impact of the COVID-19 pandemic, in which the Latin American and Caribbean countries are facing challenges to redefine and adapt their international integration strategies, by strengthening their participation in intermediate value chains, diversifying their export basket and reinforcing production linkages with other emerging economies. To meet these challenges regional integration and coordination must be deepened, especially in areas key to the functioning of value chains, such as logistics, facilitation, regulatory convergence and human mobility. The region’s progress in integrating into the global economy and implementing the Sustainable Development Goals will depend on improving the coverage and, increasingly, the quality of its logistics and infrastructure. Overcoming this challenge implies going beyond the traditional focus on mobilizing public and private investment in infrastructure or improving sectoral policies; it

requires a gradual transformation of the overall governance of the logistics infrastructure sector, in terms of both construction and maintenance, and the provision of logistics and mobility services.

18.7 Moreover, regional production patterns are characterized by their high dependency on natural resources, contributing to a regional development pathway that is unsustainable in the long term. The region has not taken advantage of past positive commodity cycles to innovate, add value and diversify its economies. The lack of technological innovation means that the region depends on imports of high-value added goods and services, leading it to intensify the exploitation of its natural resources and increasing its dependency on the commodity cycle. In this context, ECLAC proposes that the governance of natural resources be improved in order to build a new sustainable development paradigm based on equality and productive diversification, covering not only non-renewable resources, but also renewable resources, agriculture and biodiversity.

18.8 ECLAC will continue to offer its value proposition to member States by combining its three main functions: the thought leadership and think tank role in performing analytical and 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. ECLAC will also continue to foster a multisectoral and integrated approach to development, and provide 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 middle-income countries, which make up the majority of the region.

18.9 ECLAC will continue to provide 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 this regard, the Commission will convene, under its auspices, the fifth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which will present its main conclusions to the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council.

18.10 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) The international community continues to be committed to implementing the 2030 Agenda, including the Sustainable Development Goals, and to sustain coordinated collective actions to overcome the socioeconomic impact of the COVID-19 pandemic;

(b) The countries of Latin America and the Caribbean continue to support and attach high priority to regional and subregional cooperation, collaboration, integration and to convergence and integration schemes with a view to achieving economic, social and environmentally sustainable development;

(c) The regional and international communities support the member States of ECLAC and respond to their specific needs and concerns in relation to: (i) international trade, integration and the provision of infrastructure; (ii) their productive development and macroeconomic policies; (iii) social development and a human rights-based approach to social protection and equality, 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; (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 and sustainable exploitation of natural resources; (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 ECLAC integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Gender focal points are consulted in programme development; 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, the planned result for 2021 under subprogramme 5, Mainstreaming the gender perspective in regional development, reflects the increased demand by countries in the region for technical assistance and capacity-building activities to strengthen statistical capacities in producing gender indicators and in improving the collaboration between national statistical offices and machineries for the advancement of women.

18.12 With regard to cooperation with other entities, ECLAC will continue to collaborate with the Bretton Woods institutions, especially the International Monetary Fund and the World Bank, as well as 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. ECLAC will also 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.

Legislative mandates

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

General Assembly resolutions

55/2	United Nations Millennium Declaration	60/4	Global Agenda for Dialogue among Civilizations
58/269	Strengthening of the United Nations: an agenda for further change	63/260	Development-related activities
59/57	A Fair Globalization: Creating Opportunities for All – report of the World Commission on the Social Dimension of Globalization	64/172	The right to development
		64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
60/1	2005 World Summit Outcome	64/289	System-wide coherence

65/1	Keeping the promise: united to achieve the Millennium Development Goals	68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
66/71	International cooperation in the peaceful uses of outer space		
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	68/220	Science, technology and innovation for development
		68/222	Development cooperation with middle-income countries
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	68/230	South-South cooperation
		68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
66/155	The right to development		
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity	69/313	Addis Ababa Action Agenda of the Third International Conference on Finance for Development (Addis Ababa Action Agenda)
		70/1	Transforming our world: the 2030 Agenda for Sustainable Development
66/161	Globalization and its impact on the full enjoyment of all human rights	70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence	70/215	Development cooperation with middle-income countries
66/213	Fourth United Nations Conference on the Least Developed Countries	70/219	Women in development
66/216	Women in development	70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level
66/288	The future we want		
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	71/192	The right to development
		71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/164	Human rights and extreme poverty		
67/217	Towards a New International Economic Order	71/244	South-South cooperation
		72/172	Promotion of a democratic and equitable international order
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	72/204	External debt sustainability and development
		72/232	Follow-up to the second United Nations Conference on Landlocked Developing Countries
67/230	The role of the United Nations in promoting a new global human order		
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council	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
68/4	Declaration of the High-level Dialogue on International Migration and Development	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals		
		73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
68/158	The right to development		
68/198	Information and communications technologies for 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
68/201	International financial system and development		
68/202	External debt sustainability and development		
68/204	Follow-up to the International Conference on Financing for Development		

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
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Economic and Social Council resolutions and decisions

Decision 2004/310	Implementation of and follow-up to major United Nations conferences and summits	2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education	2013/44	Follow-up to the International Conference on Financing for Development
2012/9	Poverty eradication	2016/2	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	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
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	2018/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

650 (XXXIII)	Brasilia resolution	717 (XXXVII)	Havana resolution
666 (XXXIV)	San Salvador resolution	728 (XXXVII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2020
690 (XXXV)	Lima resolution		
697 (XXXVI)	Horizons 2030 resolution	736 (PLEN.34)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2021
700 (XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development		

Deliverables

18.14 Table 18.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 18.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	5	3
1. Draft programme of work of the ECLAC system	1	1	1	1
2. Report on the activities of the Commission	–	1	1	1
3. Report on the session of the Commission	–	–	1	–
4. Report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	1	1	1	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
5. Main substantive document to be discussed at the session of the Commission	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	13	13	30	15
6. Meetings of the session of the Commission	–	–	15	–
7. Meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	10	10	10	10
8. Meetings of the regional coordination platform	–	–	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. Generation and transfer of knowledge				
Publications (number of publications)	4	4	4	4
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
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, fact sheets, wall charts and information kits; four issues of the <i>ECLAC Notes</i> electronic newsletter; and public information activities related to the United Nations, ECLAC events and special observances.				
External and media relations: 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.				

Evaluation activities

18.15 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Report of the Office of Internal Oversight Services on United Nations entities' preparedness, policy coherence and early results associated with their support to Sustainable Development Goals;

(b) Self-evaluation related to strengthening the capacity of Central American countries in the preparation of sustainable energy policies and strategies.

18.16 The findings of the evaluations referenced in paragraph 18.15 above have been taken into account for the programme plan for 2021. In line with the principles of the United Nations Evaluation Group, ECLAC is using evaluations as tools for transparency, accountability and learning. For instance, recommendations regarding the need to disseminate lessons learned from project implementation, as well as the opportunity to promote the institutionalization of regional bodies, have been incorporated across the programme of work of ECLAC, owing to their broad applicability.

18.17 The following evaluations and self-evaluations are planned for 2021:

(a) Technological transformations in Latin America;

(b) Strengthening national institutional frameworks in Caribbean States;

- (c) Enhancing coordination, coherence and effectiveness in implementing the environmental dimension of the 2030 Agenda in Latin America and the Caribbean;
- (d) Rural-urban linkages for inclusive development in Colombia;
- (e) Monitoring the implementation of energy-related Sustainable Development Goals;
- (f) Strengthening institutions and social policy coherence and integration at the country level to foster equality.

Programme of work

Subprogramme 1

International trade, integration and infrastructure

Objective

18.18 The objective, to which this subprogramme contributes, is to improve regional integration, logistics and infrastructure in order to promote full development with equality and strengthen the role of Latin America and the Caribbean in international trade and the global economy.

Strategy

18.19 To contribute to strengthening the role of Latin America and the Caribbean in international trade and the global economy, the subprogramme will continue to support the improvement of the capacity of member States to cooperate and participate more effectively in global and regional trade, reduce their dependency on primary product exports and strengthen regional supply chains, which is expected to result in countries' policies promoting a more sustained, inclusive and sustainable economic growth, through sustainable consumption and production patterns, thus contributing to the attainment of Sustainable Development Goal 12 (Ensure sustainable consumption and production patterns), as well as the creation of productive and quality jobs, thus contributing to the attainment of Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), in particular, target 8.2 (Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors) and target 8.3 (Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small and medium-sized enterprises, including through access to financial services). The subprogramme will also carry out, upon request, technical assistance activities and studies. Furthermore, the subprogramme activities 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 through analyses at the country and regional levels. This work is expected to result in strengthening the capacity of countries to formulate trade policies, including the negotiation, implementation and administration of trade agreements at the bilateral, regional, plurilateral or multilateral level, ensuring special and differentiated treatment for developing countries, thus contributing to the attainment of Goal 10 (Reduce inequality within and among countries). Past results in

this area include: the development of a pilot programme in Honduras for the environmental footprint of coffee using the European Union methodology; and the design of public policies that promote production linkages between the export sectors and the rest of the economy in Costa Rica, enhancing national capacities to formulate and implement public policies to strengthen the export sector.

18.20 To contribute to the improvement of regional integration, logistics and infrastructure in order to promote full development with equality, 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). The subprogramme will also promote the coordination of logistics and mobility policies with regional integration initiatives in Latin America and the Caribbean. 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). This work is expected to result in 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. Past results in this area include the adoption of the Central American Regional Framework Policy on Mobility and Logistics by Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama, as members of the Central American Integration System. This instrument is a result of the technical cooperation, advocacy and institutional coordination provided by ECLAC to those six Central American countries.

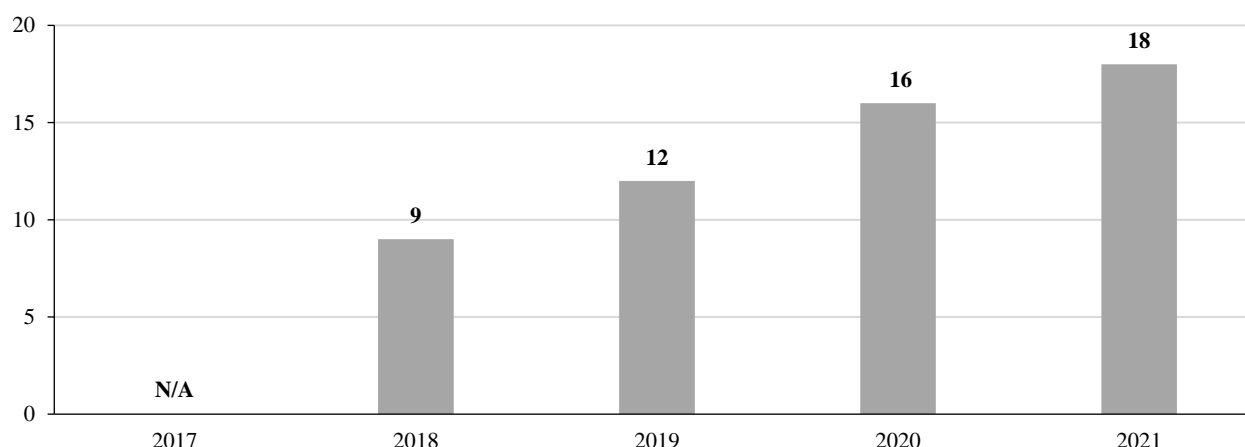
Planned results for 2021

Result 1: understanding biregional value chains with the Asia-Pacific region (result carried over from 2020)

18.21 The subprogramme will continue the work related to the mapping of value chains, including the production of goods and the income generated by them throughout the process, in line with its mandate, and will support countries using the information for improved evidence-based policymaking, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.I

Performance measure: cumulative number of Latin American and Caribbean countries certified in the use of subregional, regional and/or biregional input-output tables



Abbreviation: N/A, not applicable.

Result 2: fostering logistics competitiveness through the coordination of regional policies on trade facilitation and infrastructure (new result)

18.22 The subprogramme will be working to support Latin American and Caribbean Governments in improving their competitiveness and strengthening intraregional trade by promoting trade facilitation processes, advocating for better and more resilient infrastructure and encouraging the use of more efficient modes of transport. Among the countries in the region, the average tariff rate applied on imported goods is low. Nonetheless, there are several additional costs associated with the lack of infrastructure, as well as administrative barriers that hinder the trade potential of the regional market. Concerns regarding the persistence of non-tariff barriers to trade, the lack of infrastructure and absence of competitive logistics services have been among the main issues on the integration agenda in recent years. To bolster this process, the subprogramme has been supporting countries in the region in the evaluation of the cost associated with the non-existence of a trade facilitation programme and in the implementation of a programme for the reduction of administrative trade barriers. Also, technical and political interest has been manifested in several subregional agendas, for example: the Customs Union Road Map, 2015–2024; the Central American Regional Framework Policy on Mobility and Logistics; the Mesoamerican agenda on transport, logistics and economic integration; and the Central American Strategy for Trade Facilitation and Competitiveness.

18.23 To overcome the insufficient and unsustainable provision of infrastructure and logistics services in this region, since 2010 the subprogramme has been assisting Latin American and Caribbean countries in the design and implementation of national policies with a more coherent and sustainable focus, incorporating social and environmental concerns, as well as facilitating their coordination at the subregional level. In addition, the subprogramme has increased awareness, advocacy and institutional coordination at the highest political level, through the Tuxtla Mechanism for Dialogue and Coordination. Through the Mechanism, the 10 Heads of State and Government of the Mesoamerican countries gather to examine regional, hemispheric and global issues of common interest, arrange joint positions for the various multilateral forums, promote joint economic projects and agree on actions of regional cooperation in all areas, among other activities.

18.24 Since 2015, the subprogramme has been able to place the topic of trade facilitation, infrastructure and logistics on the agenda of the Heads of State and of sectoral ministerial meetings, receiving regular requests for additional support to integrate logistics infrastructure and coordinate the technical and economic measures for the movement of loads and passengers in the subregional market. These elements will allow the implementation of a regional framework for the financing of regional transport projects aimed not only at improving connectivity, but also at reducing transport costs and externalities, thus encouraging intraregional trade and productive integration as key elements for sustainable development.

Internal challenge and response

18.25 The challenge for the subprogramme was to preserve the continuity of ongoing cooperation with a long-term vision. To reduce the logistics costs and time involved in interregional trade a high level of investment in physical and technological infrastructure, as well as political commitment at the highest level, are required. The benefits of such policies will depend on the degree of achievement of free movement at border crossings, trade facilitation and the completion and monitoring of the regulatory convergence and institutional development associated with the process. It will be fundamental to promote and implement changes in the current procedures and encourage the participation of the public and private sectors, and their adaptation to, the new scenario.

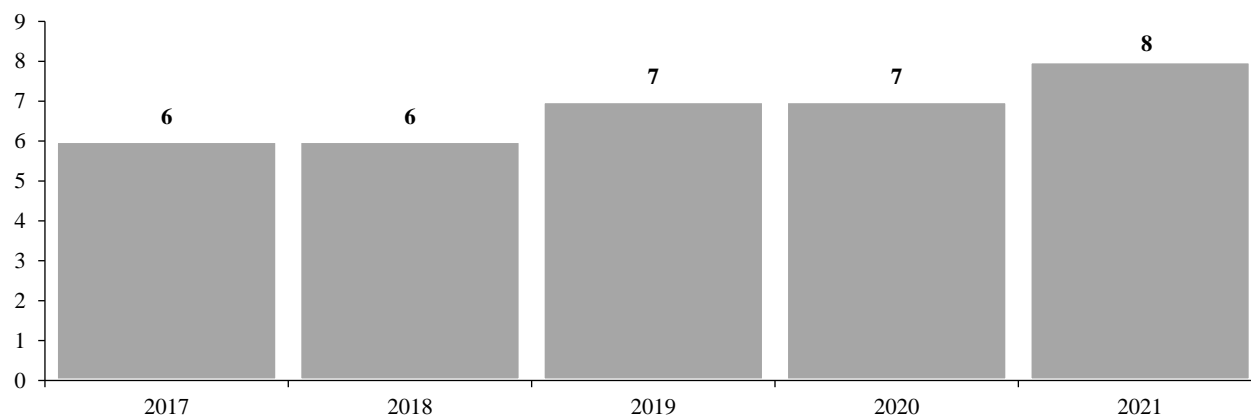
18.26 In response, the subprogramme will focus on increasing awareness regarding the importance of trade facilitation and the existence of an extended economic market for the development of Mesoamerican countries and will encourage the creation of new opportunities for training, innovation and cooperation to develop logistics services, which will help small and medium-sized enterprises to take advantage of a larger market and become more competitive.

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

18.27 This work is expected to contribute to the improvement of regional integration, logistics and infrastructure in order to promote full development with equality, which would be demonstrated by eight references in presidential or ministerial resolutions related to transport, logistics and trade facilitation and additional technical requests to ECLAC to keep supporting and deepening this process to reduce the cost and time in cross-border transactions.

Figure 18.II

Performance measure: number of references in presidential or ministerial resolutions related to transport, logistics and trade facilitation



Legislative mandates

18.28 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	69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
64/255; 66/260	Improving global road safety	70/217	Follow-up to the second United Nations Conference on Landlocked Developing Countries
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence	73/219	International trade and development
		73/240	Towards a New International Economic Order

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		

Deliverables

18.29 Table 18.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	1
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	1	—
Seminars, workshops and training events (number of days)	9	9	11	8
3. Workshop and seminars on trade policy, the role of trade in achieving the Sustainable Development Goals and comparative strategies for deepening regional value chains; and sustainable logistics, mobility and infrastructure policies	6	6	6	8
4. Training on the provision and management of infrastructure services	3	3	3	—
5. Training on harnessing the region's participation in the global supply chain	—	—	2	—

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Publications (number of publications)	22	22	24	22
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	8	8	8	8
8. Publications on trade and development; maritime transport, sustainable logistics, mobility and infrastructure policies and regional integration in the region	13	13	15	13
Technical materials (number of materials)	13	13	13	10
9. <i>Bulletin on the Facilitation of Transport and Trade in Latin America and the Caribbean</i>	8	8	8	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	1	—
C. Substantive deliverables				
Consultation, advice and advocacy: on trade policy, integration, sustainable logistics, mobility and infrastructure policies, and social and sustainability issues.				
Databases and substantive digital materials: 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 and other data on infrastructure services, including data about infrastructure investments in Latin America and the Caribbean.				
D. Communication deliverables				
Outreach programmes, special events and information materials: <i>CEPAL News</i> newsletter.				

Subprogramme 2 Production and innovation

Objective

18.30 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

18.31 To contribute to enhancing the diversification of production structures through innovation and the diffusion of new technology, 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. These actions are expected to result in strengthened national capacities to incorporate innovation and new technologies.

18.32 The subprogramme will also consult and collaborate with high-level authorities responsible for innovation, information and communications technology (ICT) and digital policies, industrial development, investment and the promotion of small and medium-sized enterprises. 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 also 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 based on 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. This work is expected to result in the design and implementation of industrial and technology policies that foster structural change and build capacities in Latin American and Caribbean countries. The subprogramme work on the diffusion of new technologies and their integration into production processes is expected to result in the strengthening of member States' scientific and technological capacity to move towards more sustainable patterns of consumption and production, thus contributing to the achievement of Sustainable Development Goal 12 (Ensure sustainable consumption and production patterns), as well as in a positive effect on aggregate productivity growth and contributing to the attainment of Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). Past results in this area include the design of smart specialization strategic programmes and the development of an investment strategy for the exportable technology service sector in Chile, and the development of a digital agenda for 2016–2020 in the Dominican Republic.

18.33 To contribute to the strengthening of linkages and networking between firms, the subprogramme will work on the inclusion of micro-, small and medium-sized enterprises in the process of diffusing technology, linking them with larger firms that use advanced technologies. Also, the impact of foreign direct investment will be analysed and measured so as to devise industrial policies which 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. To this end, the work of the subprogramme will contribute to support countries in designing and implementing active policies that heighten local innovation and adaptation helping to leverage the potential of foreign direct investment. The subprogramme will also support, through technical assistance and upon request from countries, the diagnostic, development and implementation of industrial policies and strategies. The integration of micro-, small and medium-sized enterprises into competitive domestic and foreign markets and its learning process, is expected to result in a diversification process associated with the creation of new opportunities for formal jobs and productivity growth, thus contributing to the attainment of Sustainable Development Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation). Past results in this area include the implementation of a new legal framework to foster small and medium-sized enterprises in Argentina, following technical assistance provided by ECLAC.

Planned results for 2021

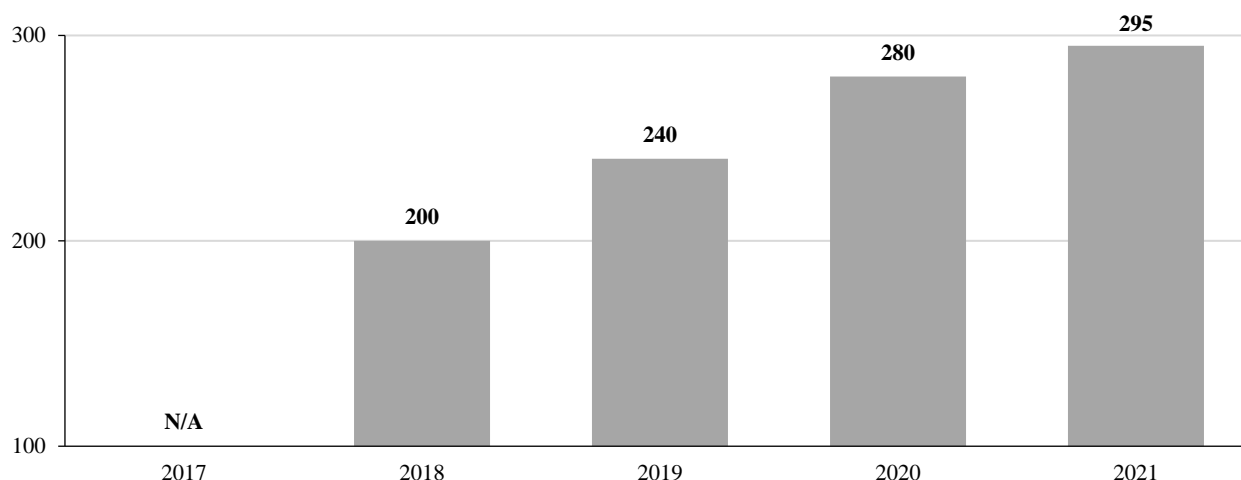
Result 1: new institutional capabilities for structural change (result carried over from 2020)

18.34 The subprogramme will continue the work related to structural economic change, in line with its mandate, and will assist Governments in increasing their capacity to formulate policies conducive to economic diversification, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its

resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 18.III

Performance measure: cumulative number of national officials in Latin American and Caribbean countries trained in new areas of economic diversification



Abbreviation: N/A, not applicable.

Result 2: development of new public policies to foster the use of new technologies in productive processes (new result)

18.35 The subprogramme has been working in supporting countries in the region in designing and implementing policies in the areas of innovation and new technologies. In the digital area, countries have adopted the Digital Agenda for Latin America and the Caribbean for the period 2018–2020 (eLAC 2020), which has allowed the respective authorities to identify new strategic axes and lines of action aimed at promoting digital inclusion at the economic and social levels. Also, research on new digital technologies has made it possible for the subprogramme to pinpoint its effects on the labour market and the economy in general, to promote the use of large data sets for development and to make advancements in the consideration of cybersecurity and privacy as public policy issues. In addition, training activities designed for public officials regarding the adoption of new technologies linked to the digitalization of production processes have been developed, both in face-to-face and online formats, to achieve greater participation.

Internal challenge and response

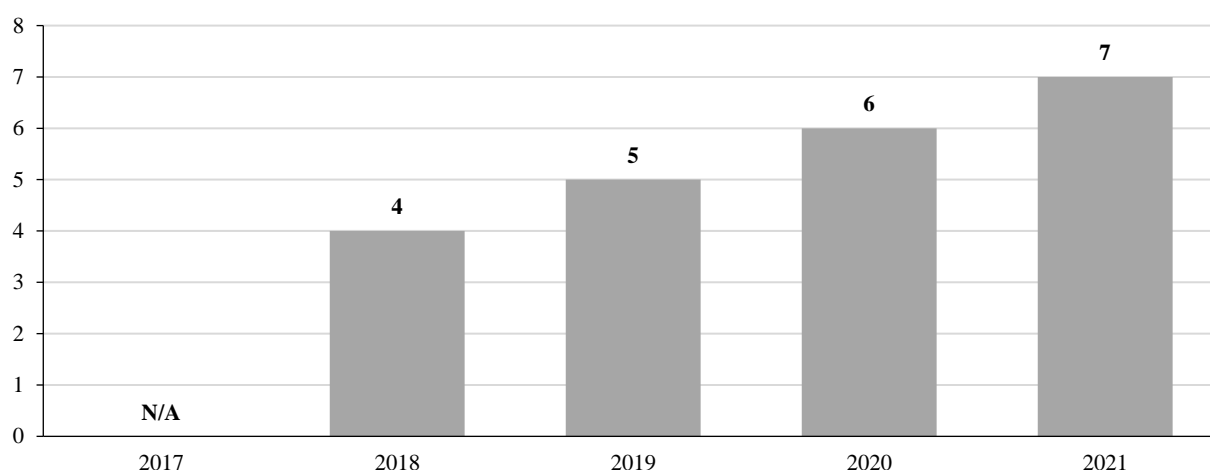
18.36 The challenge for the subprogramme was the fact that, although initially the adoption of new digital technologies for economic and inclusive growth involved only one sector (telecommunications), it evolved to be a cross-cutting issue that now spans almost all economic and social sectors. In that connection, and because of the speed of the change, the subprogramme did not initially convene and include all the relevant actors in the discussion for the definition of strategies for digital development. Greater participation of different relevant actors, both public and private, will accelerate the adoption and dissemination processes of new technologies. In response, the subprogramme will place more emphasis on incorporating these actors into the process, mainly through seminars, workshops and training courses.

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

18.37 This work is expected to contribute to enhancing the diversification of production structures through innovation and the diffusion of new technology, which would be demonstrated by the seven new policies that will have been formulated by 2021, fostering the use of new technologies in the production processes designed by the countries of Latin America and the Caribbean. The unprecedented connection between the digital economy and the real economy has created a new economic pattern in which global digital platforms have become the main integration mechanisms among countries, companies and people around the world. In this shifting paradigm, Latin America and the Caribbean still lags behind developed countries in terms of both per capita income and productivity, which hampers opportunities to achieve the Sustainable Development Goals. In this context, the implementation of public policies that foster the use and integration of new technologies is critical.

Figure 18.IV

Performance measure: cumulative number of new public policies to foster the use of new technologies in production processes



Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

66/217	Human resources development	73/218	Information and communications technologies for sustainable development
70/213	Science, technology and innovation for development	73/225	Entrepreneurship for sustainable development
73/179	The right to privacy in the digital age	73/247	Industrial development cooperation

Economic and Social Council resolutions

2008/18	Promoting full employment and decent work for all	2017/22	Science, technology and innovation for development
2011/37	Recovering from the world financial and economic crisis: a Global Jobs Pact	2018/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

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	672 (XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean
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Deliverables

18.39 Table 18.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.3

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	—	8	6
1. Preparatory meetings for the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	6	—	8	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	1
2. Field projects on the region's production structure, foreign direct investment, and new and emerging technologies and policy	3	3	3	1
Seminars, workshops and training events (number of days)	40	40	42	47
3. Workshops on new technologies and support for small and medium-sized enterprises in the region	2	2	4	6
4. Training and seminars on foreign direct investment and small and medium-sized enterprises	3	3	3	6
5. Courses on innovation policy management and economies of the region	35	35	35	35
Publications (number of publications)	9	9	11	6
6. <i>Foreign Direct Investment in Latin America and the Caribbean</i>	1	1	1	1
7. Publications and studies on the production structure of the region, foreign investment, industrial policies, and new technologies and innovation	7	7	9	5
8. Study on technological and productive performance in Argentina	1	1	1	—
C. Substantive deliverables				
Consultation, advice and advocacy: on policies and strategies for productive development and competitiveness, public-private partnerships, foreign direct investment, and innovation systems and new and emerging technologies.				
Databases and substantive digital materials: 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

18.40 The objective, to which this subprogramme contributes, is to achieve sustainable and inclusive economic growth and development in Latin American and Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and financial issues and by increasing the capacity of policymakers to evaluate, design and implement macroeconomic policies for development and financing for development policies on the basis of comparative policy analysis.

Strategy

18.41 To contribute to strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and financial issues, the subprogramme will continue to support member States, regional entities and other stakeholders through applied research in macroeconomic policies for development and financing for development policies of Latin American and Caribbean countries, the provision of timely and accurate information and analyses – disaggregated by gender whenever possible – and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. This work is expected to result in increased awareness and contribute to the regional debate of current and emerging macroeconomic and development financing trends as demonstrated by the fact that the subprogramme’s recurrent (flagship) publications are the most downloaded by external stakeholders. Past results in this area include the incorporation of the subprogramme’s analytical work and policy recommendations in at least six medium-term budget documents, monetary policy reports, policy analysis papers and private sector analysis.

18.42 To contribute to increasing the capacity of policymakers to evaluate, design and implement macroeconomic policies for development and financing for development policies on the basis of comparative policy analysis, the subprogramme will support the establishment and operation of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services as requested, thus contributing to the attainment of Sustainable Development Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). In addition, the subprogramme will support capacity-building efforts in such areas as macroeconomic, labour and development financing policies by creating spaces for the sharing of experiences and best practices among South-South stakeholders through its expert meetings and seminars. This work is expected to result in strengthened capacities of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and financial issues. Past results in this area include the very high level of satisfaction measured among seminar participants, as 99 per cent of respondents to surveys distributed among the participants of five workshops organized by the subprogramme in 2017–2018 indicated that they considered the analysis and conclusions of the seminars to be “useful” or “very useful” for their work. In addition, at least 12 national policies, measures or actions taken by authorities in the region were

in line with ECLAC recommendations, in the areas of labour policies (Argentina, Colombia, Costa Rica, Dominican Republic and Ecuador), fiscal policies (Colombia, Costa Rica, Haiti and Mexico (Mexico City)) and development finance (Argentina and Bolivia (Plurinational State of)).

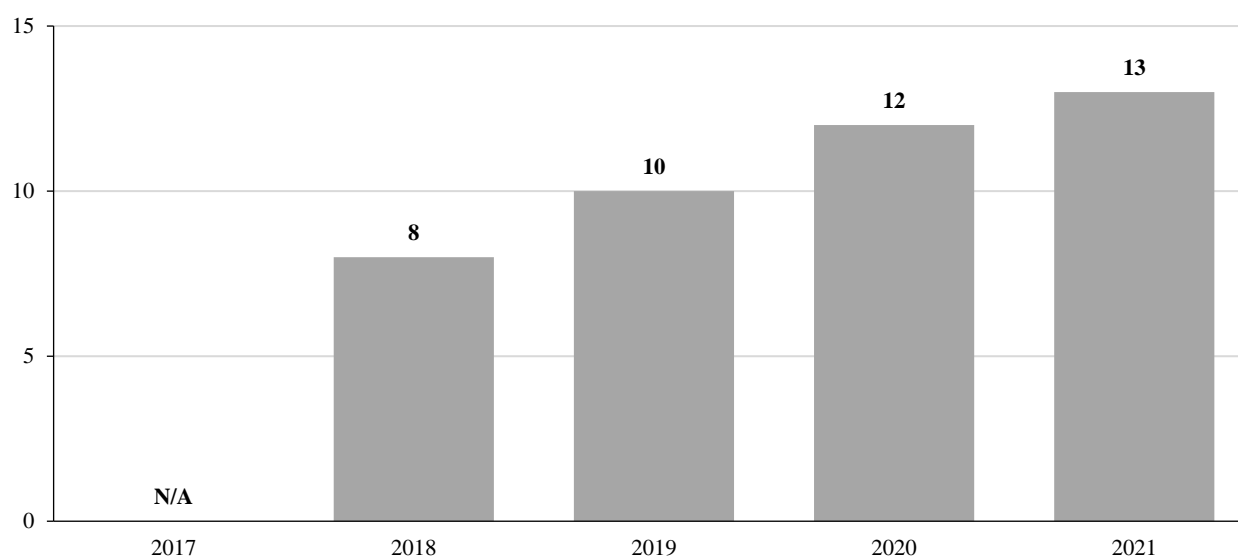
Planned results for 2021

Result 1: macroeconomic policies for development in a slow-growth environment (result carried over from 2020)

18.43 The subprogramme will continue the work related to macroeconomic policies, in line with its mandate, and will assist Governments in formulating macroeconomic policies that accelerate sustainable development, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.V

Performance measure: cumulative 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



Abbreviation: N/A, not applicable.

Result 2: ramping up resource mobilization to finance the Sustainable Development Goals (new result)

18.44 Financing for development is a key challenge for achieving the Sustainable Development Goals in Latin America and the Caribbean. In this context, the subprogramme has been working in the region to support Governments in their efforts to boost domestic resource mobilization and to channel private capital flows towards key sustainable development projects. Working with stakeholders, the subprogramme continues to provide detailed analysis of current and emerging trends in resource mobilization, policy recommendations based on this research and the identification of best practices through the convening of South-South forums and workshops and the

provision of technical cooperation services. The subprogramme will continue to leverage its position to assist Governments in the region with their insertion into regional and global policy discussions on financing for development issues and tax cooperation.

Internal challenge and response

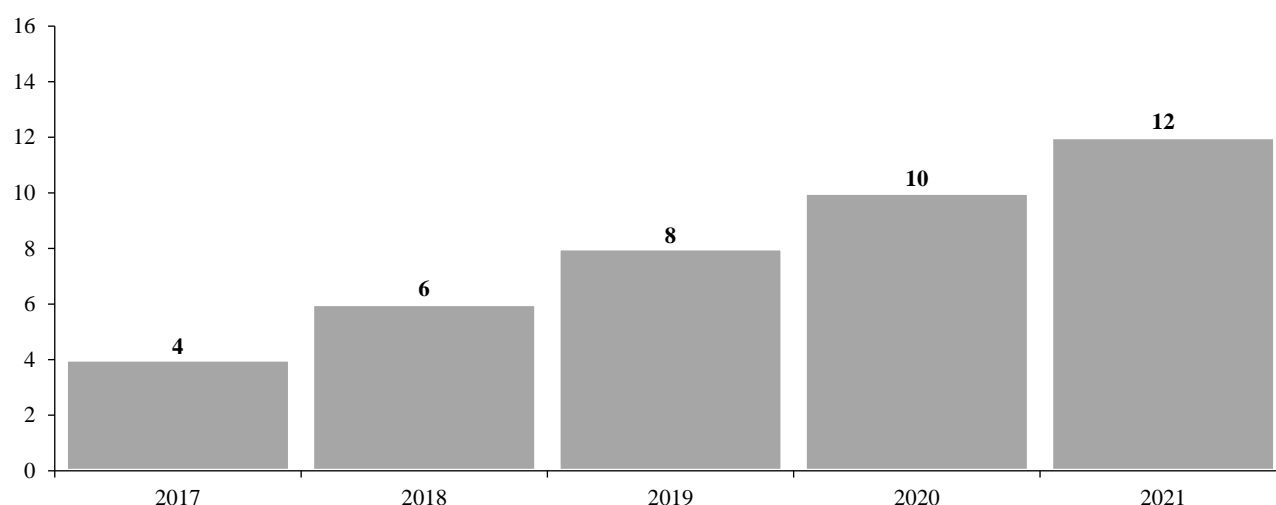
18.45 The challenge for the subprogramme was the identification of channels by which the subprogramme's work can lead to the adoption of policy measures at the country level. In response, the subprogramme will ramp up efforts to strengthen its analysis of macroeconomic and development finance trends, particularly in the context of the socioeconomic impact of the COVID-19 pandemic, and to improve the dissemination of the subprogramme's policy recommendations through its networks and technical and South-South cooperation.

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

18.46 This work is expected to contribute towards increasing the capacity of policymakers to evaluate, design and implement macroeconomic policies for development and financing for development policies on the basis of comparative policy analysis, which would be demonstrated by the adoption or consideration of 12 additional policies, measures or strategies aimed at strengthening resource mobilization.

Figure 18.VI

Performance measure: cumulative number of resource mobilization policies, measures and strategies



Legislative mandates

18.47 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	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)
63/229	Role of microcredit and microfinance in the eradication of poverty	65/146	Innovative mechanisms of financing for development

67/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System	73/220	International financial system and development
67/218	Promoting transparency, participation and accountability in fiscal policies	73/221	External debt sustainability and development
70/126	Promoting social integration through social inclusion	73/222	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
72/206	Financial inclusion for sustainable development	73/223	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
72/230	Development cooperation with middle-income countries	73/247	Industrial development cooperation

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	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
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

18.48 Table 18.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.4

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	10
1. Seminars, workshops and training events on macroeconomic and financing policies in Latin America and the Caribbean	10	10	10	10
Publications (number of publications)	14	14	15	14
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	10	10	9	10
6. Study on specific economic issues in Uruguay	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
7. Study on a high-priority issue concerning macroeconomic and development policies in Colombia	–	–	1	–
8. Study on fiscal rules in Brazil, including an evaluation of constitutional changes in expenditure limits and social security reforms	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: on macroeconomic and financing policies, economic projections and systems for monitoring economic development, and on macroeconomic issues to the Ministry of Economy and Finance in Uruguay.				
Databases and substantive digital materials: observatory of fiscal policies in the region; and statistical information for economic and financial variables for countries in the region.				

Subprogramme 4

Social development and equality

Objective

18.49 The objective, to which this subprogramme contributes, is to strengthen regional approaches and national strategies, policies and programmes to achieve greater social and economic equality and overall well-being of the people of the region in line with the 2030 Agenda for Sustainable Development and a rights-based approach.

Strategy

18.50 To contribute to strengthened regional approaches and national strategies, policies and programmes to achieve greater social and economic equality and overall well-being of the people of the region in line with the 2030 Agenda for Sustainable Development and a rights-based approach, the subprogramme will support countries to implement a regional agenda for inclusive social development, following the outcomes and agreements of 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 diagnostic 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 and other stakeholders and facilitate the exchange of experiences and good practices. Priority areas will include: (a) expanding social and labour inclusion policies, with decent work, under a rights-based and sustainable approach; (b) bridging gaps in well-being and tackling inequalities, including those related to gender, race, ethnicity, age and territory; (c) addressing the multiple dimensions of poverty, inequality and well-being; (d) promoting social and labour inclusion and effective participation of citizens in social policies; (e) ensuring access to universal social protection for all population groups, according to their specific characteristics; (f) coordinating social, economic and environmental policies; and (g) 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: (a) assessment of the social situation of the population; and (b) social policies for equality and social protection.

18.51 The subprogramme will continue to provide data and analysis on the social situation of the region, particularly in the context of overcoming the socioeconomic impact of the COVID-19 pandemic, and maintain the Observatory on Social Development in Latin America and the Caribbean in order to provide updated information on national social policy institutions and regional commitments, as well as data on social protection programmes, food and nutritional security, and the social inclusion of youth, which is expected to result in a deeper understanding of the structural social challenges and disparities that characterize the region. Past results in this area include an improvement in knowledge and skills to design and implement equality-oriented development policies and programmes as indicated by 92 per cent of the beneficiaries of technical cooperation services.

18.52 The subprogramme will assist countries with capacity-building and technical cooperation on the design, implementation, monitoring and evaluation of strategies, policies and programmes to achieve greater social and economic equality and overall well-being of the people of the region in line with the 2030 Agenda and a rights-based approach. Research and advisory services will emphasize, in particular: (a) social protection systems based on a human rights, equality-oriented and sustainable approach; (b) protection and promotion of the rights of women, children and young people, indigenous peoples, Afrodescendants, migrants and persons with disabilities; (c) social investment; and (d) education and health systems, thus contributing to the attainment of Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries) and Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). This work is expected to result in measures and public policies promoting greater social and economic equality and overall well-being of the people of the region. Past results in this area include the positive impact of technical assistance delivered by the subprogramme on 10 social policies, plans or programmes implemented by countries of the region to address the structural and emerging equality gaps. Examples include the national plan on social development in El Salvador, the poverty programme Tekoporã in Paraguay, the e-health programme in Uruguay, the national and regional policies of the National Council for Culture, the Arts and Heritage and the Advisory Council for the Digital Agenda in Education in Chile, the Connected Homes programme in Costa Rica, the strategy for poverty eradication in El Salvador, and the pilot methodology for a child labour risk identification model in Argentina, Jamaica and Peru.

18.53 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 NGOs. Cooperation is also envisaged with other regional commissions, intergovernmental and multilateral institutions, as well as South-South cooperation.

Planned results for 2021

Result 1: achieving the implementation of a regional commitment towards inclusive social development (result carried over from 2020)

18.54 The subprogramme will continue the work related to inclusive social development, in line with its mandate, and will assist Governments in formulating policies that address the needs of disadvantaged groups and promote equality, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 18.5
Performance measure

2017	2018	2019	2020	2021
N/A	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 for Sustainable Development	Countries develop 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	Countries implement social policies and programmes that promote inclusive social development

Abbreviation: N/A, not applicable.

Result 2: improved and more effective, efficient, transparent and sustainable social policy institutions (new result)

18.55 The subprogramme has been working in several countries to support social policy institutions in improving the efficiency, transparency and sustainability of their public action. This has involved, among other actions, capacity-building activities at the regional and national levels to strengthen knowledge of social policy issues and pro-equality public policies among public officials, and country-level technical assistance on methodologies for the evaluation of public policy and advisory services on institutional coordination. The interaction of the subprogramme's policy advice, technical assistance, capacity-building and research activities is expected to promote progress towards improving the effectiveness, efficiency, transparency and sustainability of social policy institutions.

Internal challenge and response

18.56 The challenge for the subprogramme was to keep up the pace of the processes that are under way to strengthen social policy institutions during election processes, or in contexts of changes in government officials. This involves the need to craft new relationships with incoming authorities and building new alliances to achieve commitments in terms of strengthening social policy institutions. In response, the subprogramme will focus both on strengthening the capacities of national officers and

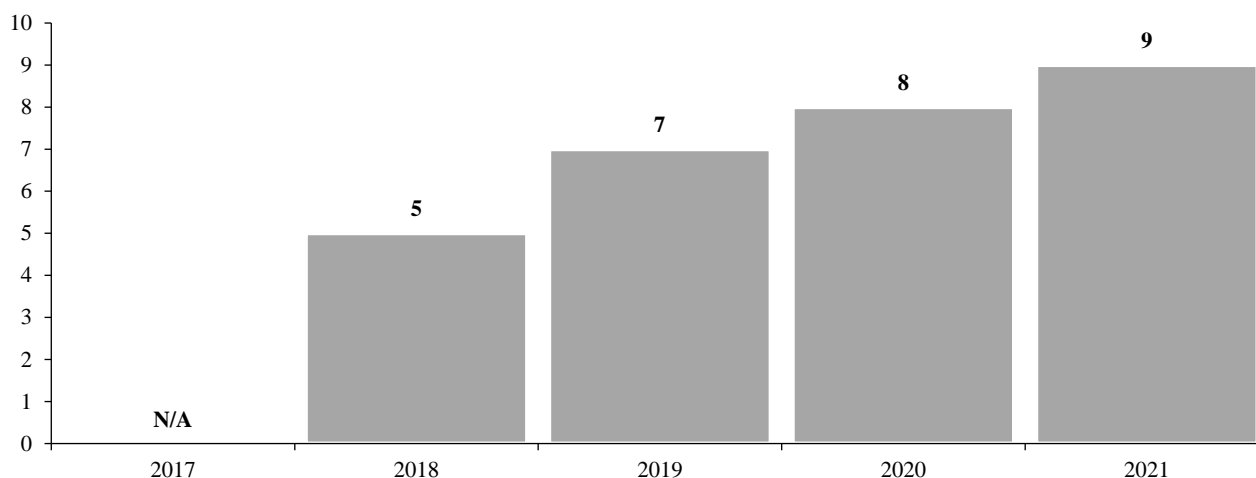
on providing advice to senior government authorities and to mid-level government officials with a more technical profile, which should help to maintain greater sustainability and continuity of country-level activities and programmes. Furthermore, it will promote the creation of more stable social policy institutional structures and the adoption of legal frameworks that endure over time.

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

18.57 This work is expected to contribute to strengthened regional approaches and national strategies, policies and programmes to achieve greater social and economic equality and overall well-being of the people of the region in line with the 2030 Agenda for Sustainable Development and a rights-based approach, which would be demonstrated by an increase in the number of social policy institutions acknowledging improvements in their public action as a result of technical assistance provided by ECLAC.

Figure 18.VII

Performance measure: number of social policy institutions acknowledging improvements in their public action as a result of technical assistance provided by ECLAC



Abbreviation: N/A, not applicable.

Legislative mandates

18.58 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	70/126	Promoting social integration through social inclusion
66/165	Protection of and assistance to internally displaced persons	70/127	Policies and programmes involving youth
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief	70/131	Convention on the Elimination of All Forms of Discrimination against Women
66/172	Protection of migrants	70/132	Improvement of the situation of women and girls in rural areas
		70/138	The girl child
		70/153	Enhancement of international cooperation in the field of human rights

70/163	National institutions for the promotion and protection of human rights	73/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	73/142	Inclusive development for and with persons with disabilities
70/223	Agriculture development, food security and nutrition	73/163	Human rights and extreme poverty
71/177	Rights of the child	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
71/178	Rights of indigenous peoples		
71/180	International Convention on the Elimination of All Forms of Racial Discrimination	73/262	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
71/191	The right to food		
71/197	Globalization and its impact on the full enjoyment of all human rights		
72/142	Promoting social integration through social inclusion	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
72/235	Human resources development	74/2	Political declaration of the high-level meeting on universal health coverage

Economic and Social Council resolutions

2009/5	Recovering from the crisis: a Global Jobs Pact	2016/8	Rethinking and strengthening social development in the contemporary world
2012/11	Mainstreaming disability in the development agenda	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
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean	2018/5	Strategies for eradicating poverty to achieve sustainable development for all

Economic Commission for Latin America and the Caribbean resolution

722 (XXXVII)	Regional Conference on Social Development in Latin America and the Caribbean
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Deliverables

18.59 Table 18.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.6

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	1	9
1. Meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	3	3	1	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
2. Session of the Regional Conference on Social Development in Latin America and the Caribbean	9	9	—	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
3. Field projects on social protection and a human rights approach within social protection systems; social investment and emerging challenges for social policies	2	2	2	2
Seminars, workshops and training events (number of days)	9	9	10	14
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	6	6	4	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	3	3	6	6
Publications (number of publications)	5	5	7	8
6. <i>Social Panorama of Latin America</i>	1	1	1	1
7. Country office studies: ECLAC office in Bogotá, study on inclusive social and production policies 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	1	3
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	3	3	5	4
Technical materials (number of materials)	2	2	2	2
9. Technical materials on social development policies; analytical and methodological proposals to enhance intersectoral and inter-institutional cooperation, improving effectiveness and efficiency of social policies	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: 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, improving effectiveness and efficiency.				
Databases and substantive digital materials: Observatory on Social Development in Latin America and the Caribbean, which includes databases on social development, youth, non-contributory social protection, social institutions, food security and nutrition, and regional commitments.				
D. Communication deliverables				
Digital platforms and multimedia content: 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

18.60 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

18.61 To contribute to mainstreaming a gender equality perspective into sustainable and inclusive development strategies in Latin American and Caribbean countries, the subprogramme will continue to build knowledge, focusing on developing gender statistics and gender indicators, particularly increasing the scope and quality of the data and indicators housed in the Gender Equality Observatory for Latin America and the Caribbean. The subprogramme will also provide technical assistance in order to strengthen the statistical capacities 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 women's economic autonomy in an integrated framework, connected to physical autonomy and to decision-making autonomy. Given its cross-cutting nature, the main contributions under the subprogramme to the attainment of the Sustainable Development Goals will be related to Goal 1 (End poverty in all its forms everywhere), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (Achieve gender equality and empower all women and girls), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). The work of the subprogramme is expected to result in strengthened capacities of member States in building policies for gender equality, along with implementing the 2030 Agenda for Sustainable Development and advancing gender equality across the region. Past results in this area include eight policy actions implemented in priority areas covered by the Gender Equality Observatory following technical assistance provided by the subprogramme. For instance, Brazil launched a national plan on women and peace and security, Peru strengthened its legislation to fight gender-based violence, Guatemala approved a migration code that constitutes a considerable advance in the recognition of migrant women, and Chile launched a new website on gender statistics, which was developed using the conceptual framework of the Gender Equality Observatory.

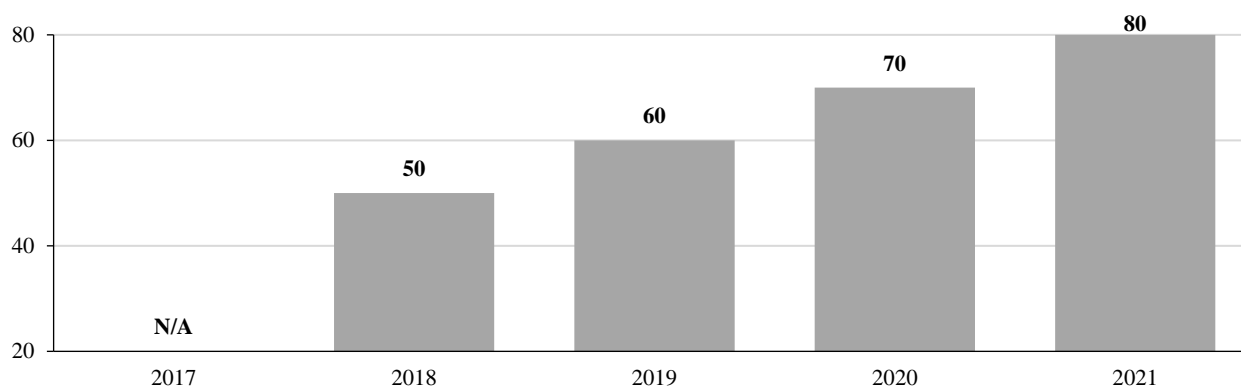
Planned results for 2021

Result 1: expanding and strengthening capacity for gender statistics in Latin America and the Caribbean (result carried over from 2020)

18.62 The subprogramme will continue the work related to gender statistics, in line with its mandate, and will assist countries in producing statistics with a gender perspective in accordance with internationally agreed methodologies and standards, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.VIII

Performance measure: number of national officials trained in the production and use of statistics with a gender perspective



Abbreviation: N/A, not applicable.

**Result 2: strengthening statistical capacities from a gender perspective
(new result)**

18.63 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 in Latin America and the Caribbean and strengthening statistical capacities through advisory services and technical assistance for the advancement of gender equality among countries in the region. For 2021, ECLAC will continue its efforts to build capacity through training and technical assistance, increasing the number of national officers trained on statistics from a gender perspective. The Gender Equality Observatory has been instrumental in the generation of knowledge about gender equality in the region and in providing technical assistance and training to governmental authorities to strengthen the formulation of public policies for gender equality and women's autonomy. The Observatory has proved to be a key tool in monitoring progress towards the implementation of the Regional Gender Agenda. In the broad context of the 2030 Agenda for Sustainable Development, and in particular the efforts to overcome the socioeconomic impact of the COVID-19 pandemic, there is a renewed emphasis in the need to harmonize the Observatory's indicators with the evolving priorities of the Regional Gender Agenda, which requires new research and data processing. Technical assistance processes must also be improved on issues covered by the Observatory to decrease the resources needed to provide such services.

Internal challenge and response

18.64 The challenge for the subprogramme was to achieve a minimal critical mass of national officers in the countries of the region with the capacity to produce and use gender statistics to design and implement evidence-based public policies. In response, the subprogramme will implement innovative technical assistance methodologies by intensifying the use of different delivery models, such as virtual training using technological platforms.

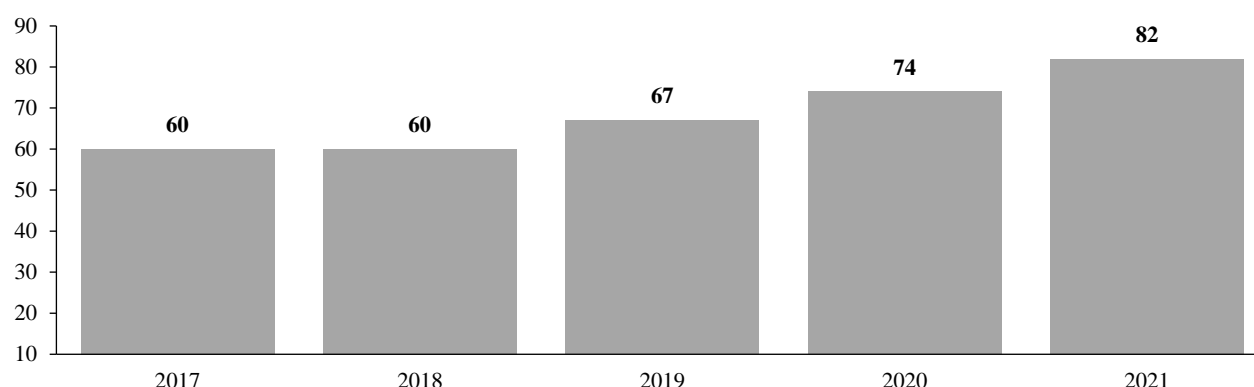
Expected progress towards the attainment of the objective, and performance measure

18.65 This work is expected to contribute to mainstreaming a gender equality perspective into sustainable and inclusive development strategies in Latin American and Caribbean countries, which would be demonstrated by 82 national officials

certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean. Special emphasis will be placed on training statistical offices in the Caribbean as there is a need from countries in the subregion to strengthen statistical capacities in relation to gender indicators and to improve collaboration between national statistical offices and machineries for the advancement of women. Performance will be measured by a 10 per cent increase in the number of national officers trained on statistics from a gender perspective in comparison with the previous year.

Figure 18.IX

Performance measure: cumulative number of national officials certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean



Legislative mandates

18.66 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	68/191; 70/176	Taking action against gender-related killing of women and girls
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	68/192	Improving the coordination of efforts against trafficking in persons
66/173	Follow-up to the International Year of Human Rights Learning	68/228	Human resources development
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	69/132	Global health and foreign policy
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families	69/146	Follow-up to the Second World Assembly on Ageing
68/160	Enhancement of international cooperation in the field of human rights	69/147	Intensification of efforts to eliminate all forms of violence against women and girls
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	69/176	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
		69/183	Human rights and extreme poverty
		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	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
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	73/151	Office of the United Nations High Commissioner for Refugees
70/138	The girl child	73/153	Child, early and forced marriage
70/147	Protection of migrants	73/154	Protecting children from bullying
71/170	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: domestic violence	73/155	Rights of the child
72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons	73/171	The right to food
73/17	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets	73/179	The right to privacy in the digital age
73/146	Trafficking in women and girls	73/209	Protection of persons in the event of disasters
		73/210	Strengthening and promoting the international treaty framework
		73/294	Twenty-fifth anniversary of the Fourth World Conference on Women
		73/302	United Nations action on sexual exploitation and abuse
<i>Economic and Social Council resolutions</i>			
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
<i>Economic Commission for Latin America and the Caribbean resolutions</i>			
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)	Regional Conference on Women in Latin America and the Caribbean

Deliverables

18.67 Table 18.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.7

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	29	19	25	12
1. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	7	7	12	9
2. Subregional preparatory meetings in the Caribbean, South America and Central America	9	9	–	–
3. Session of the Regional Conference on Women in Latin America and the Caribbean	10	–	10	–
4. Meeting with agencies and organizations participating in the Gender Equality Observatory for Latin America and the Caribbean	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Field projects on unpaid work and social protection of women; gender equality and sustainable development policies; and women's economic and physical autonomy	1	1	1	1
Seminars, workshops and training events (number of days)	9	9	8	8
6. Training programme on public policies for gender equality for government agencies	5	5	5	5
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 for Sustainable Development, and the analysis of policies on gender equality and women's autonomy; inter-agency meetings with programmes, funds and specialized agencies of the United Nations system	4	4	3	3
Publications (number of publications)	8	8	7	5
8. Publications, documents and studies on gender, including on gender mainstreaming policies, women's economic and physical autonomy, 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	8	8	7	5
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Databases and substantive digital materials: Gender Equality Observer for Latin America and the Caribbean website, and ECLAC website on gender statistics with data from household surveys and other sources.				

Subprogramme 6

Population and development

Objective

18.68 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

18.69 To contribute to the full integration of population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean, the subprogramme will: (a) provide national and local institutions with training on demographic analysis, population estimates and projections; (b) provide technical support in the follow-up of 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 approach, and in the follow-up of the population-related targets of the 2030 Agenda for Sustainable Development; and (c) 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 Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 10 (Reduce inequality within and among countries) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). The subprogramme will also 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 for 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 sharing of successful experiences. In addition, applied research and analysis on key issues such as population ageing, adolescent fertility, international migration and the socioeconomic impact of demographic transition, including recommendations on how to reduce inequalities, will be carried out and disseminated through publications. ICTs will be used to reach the wider public. This work is expected to result in strengthened national capacities to monitor population trends and address population and development issues. Past results in this area include the adoption by Governments of Latin America and the Caribbean of policies, measures or actions to monitor and implement the recommendations and objectives of the regional agenda and the international agreements as a result of technical assistance provided by the subprogramme. Argentina, Brazil, Colombia, Ecuador, Guatemala, Mexico, Paraguay and Venezuela (Bolivarian Republic of) made advances in improving sexual and reproductive health. Argentina, Ecuador, Honduras, Nicaragua and Peru implemented programmes to prevent HIV and sexually transmitted diseases. Honduras and Mexico implemented measures related to the prevention of pregnancy in adolescents, and Chile, Guatemala, Honduras, Mexico, Peru, Uruguay and Venezuela (Bolivarian Republic of) implemented measures related to the rights of indigenous people and people of African descent and interculturality.

18.70 The work of the subprogramme will be carried out in close collaboration with other ECLAC subprogrammes, and the subregional headquarters for the Caribbean and in Mexico. 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, as well as in other networks relevant to population issues such as National Transfer Accounts Network. The permanent participation of relevant civil society organizations will be encouraged.

18.71 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

affairs and housing, and in national statistical offices. Other beneficiaries will include public, private and civil society entities, professional associations and academia.

Planned results for 2021

Result 1: a new wave of demographers informing policies (result carried over from 2020)

18.72 The subprogramme will continue the work related to demography and policymaking, in line with its mandate, and will assist countries in generating accurate and reliable population estimates and projections to inform sectoral policies, as well as allocation of public resources, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 18.8

Performance measure: cumulative number of representatives of national institutions trained in demography

2017	2018	2019	2020	2021
N/A	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 and the availability of trained trainers to eventually provide training in demography (at least one university includes a course in demography)	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

Abbreviation: N/A, not applicable.

Result 2: more countries have improved information to support policies to address migration in the region (new result)

18.73 Latin America and the Caribbean had an estimated migrant population of 40.5 million people in 2019, representing about 15 per cent of the almost 272 million migrants worldwide. The importance of international migration in the region is increasingly reflected in the development, political and social agendas. The centrality of the migration issue in these agendas is evidenced by the humanitarian, social and economic challenges that the displacement of many populations in vulnerable conditions entail, compounded by the socioeconomic impact of the COVID-19 pandemic, which raises grave concerns for Governments. However, migration is also a source of opportunities for development and cultural exchange between countries of

origin and destination, as illustrated by the 2030 Agenda for Sustainable Development, which includes several targets related to facilitating migration and the social inclusion of migrants; and the Global Compact for Safe, Orderly and Regular Migration.

18.74 The subprogramme has been working to support Governments in the region in the production of better-quality information on migratory flows, including the strengthening of traditional data sources, such as population and housing censuses, as well as the use of complementary sources, such as visa and work permit registers and border data collection systems. Recently, there has been a drastic change in the regional migration scenario, with new and more complex dynamics (especially in the north of Central America and South America). This requires rethinking current approaches and creating new ones to generate information on migration that reflects the dynamic nature of contemporary migratory flows. New methodological approaches refer to an inclusive focus, including the use of qualitative and quantitative data and a multi-stakeholder dialogue.

Internal challenge and response

18.75 The challenge for the subprogramme was to better support countries to properly address migration issues, taking into account the diversity of migration realities in the region, in order to provide proper technical assistance to countries regarding migration issues. It includes the need to increase visibility on the contributions of migrants to sustainable development by providing evidence and recommendations on a subject that has not been a priority in research or properly addressed in public policies or development plans. In response, the subprogramme will generate tools to strengthen the capacity of countries to explore complementary sources of information on migration. Those tools refer to new methodological approaches with an inclusive focus, entailing the use of qualitative and quantitative data, incorporating the perspective of civil society organizations, interviews with key informants and academia, and the facilitation of a multi-actor dialogue to promote wider engagement and a network of interested parties beyond government officials. This approach should enrich the analysis and proposals and contribute to identifying and taking full advantage of the benefits of migration.

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

18.76 This work is expected to contribute to the full integration of population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean, which would be demonstrated by the number of countries that can make use of improved data for reporting for the review on the implementation of the Global Compact for Safe, Orderly and Regular Migration and chapter F of the Montevideo Consensus on Population and Development, in the context of the 2030 Agenda (by 2020).

Table 18.9
Performance measure

2017	2018	2019	2020	2021
N/A	Countries adopt the Global Compact for Safe, Orderly and Regular Migration, which complements the 2030 Agenda for Sustainable Development and	Countries prepare data and identify gaps for the first review of the implementation of the Global Compact for Safe, Orderly	Countries present their first report on the implementation of the Global Compact for Safe, Orderly and Regular Migration and progress on chapter	Countries have improved data to support the implementation and follow-up of the Global Compact for Safe, Orderly and Regular Migration

2017	2018	2019	2020	2021
	the Montevideo Consensus on Population and Development	and Regular Migration	F of the Montevideo Consensus	(global review to be carried out in 2022) and the Montevideo Consensus (regional review to be carried out in 2022)

Abbreviation: N/A, not applicable.

Legislative mandates

18.77 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	70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
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	70/179	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	71/177	Rights of the 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	71/178	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

18.78 Table 18.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.10

Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	9	9
1. Session of the Regional Conference on Population and Development in Latin America and the Caribbean	–	–	9	–
2. Meetings of the Presiding Officers of the Conference	9	9	–	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
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
Seminars, workshops and training events (number of days)	47	47	75	72
4. Meetings of experts on indigenous people and people of African descent; ageing-related issues and migrants; implementation of recommendations of the Regional Conference on Population and Development; population censuses; and demographic changes	10	10	10	8
5. Workshops on demographic analysis and projections; REDATAM ^a (information system on censuses); and sociodemographic variables in development policies, programmes and projects	17	17	21	16
6. Course on demographic analysis with a gender-sensitive approach	15	15	44	44
7. ECLAC office in Buenos Aires: courses on using census data and processing for the generation of sociodemographic indicators using the REDATAM+SP ^a software and territorial development indicators	5	5	–	4
Publications (number of publications)	8	8	10	9
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; and population and development	4	4	7	5
10. ECLAC office in Buenos Aires: study on socioeconomic development in the provinces of Argentina	1	1	–	1
Technical materials (number of materials)	3	3	3	3
11. Studies and documents on population projection and censuses	1	1	1	1
12. Newsletters on ageing and development; and on REDATAM ^a	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: on population and development; data collection, demographic analysis and methodologies for population projections and estimates; and REDATAM software for the processing, analysis and dissemination of census data. ^a				
Databases and substantive digital materials: databases on demographic trends and population projections; spatial distribution and urbanization; indigenous and Afrodescendent peoples; maternity; 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.				
D. Communication deliverables				
Digital platforms and multimedia content: subprogramme's pages on the ECLAC website.				

^a 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

18.79 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.

Strategy

18.80 To contribute to ensuring the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, the subprogramme will enhance knowledge of the region's economic, social and environmental profiles. The subprogramme will continue to convene and involve Governments, academia, 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 for Sustainable Development, 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. This work is expected to result in 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. 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 Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 12 (Ensure sustainable consumption and production patterns), Goal 13 (Take urgent action to combat climate change and its impacts), Goal 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 Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). Past results in this area include measures adopted by countries on sustainable development, climate change and human settlements. For example, Chile, Costa Rica and Venezuela (Bolivarian Republic of) developed proposals for measuring public environmental expenditures. Uruguay defined its national policy on climate change. Colombia included a greenhouse gas emission rate in its tax reform proposal. Colombia, Costa Rica and Paraguay set their commitments for reducing greenhouse gas emissions, and Ecuador implemented a classification of environmental policy expenditures.

18.81 The main beneficiaries under the subprogramme will be the decision-making authorities responsible for sustainable development and for human settlements. Targeting groups such as economic and sectoral authorities is expected to result in the more effective mainstreaming of sustainable development and climate change issues into areas that extend beyond environmental institutions. 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.

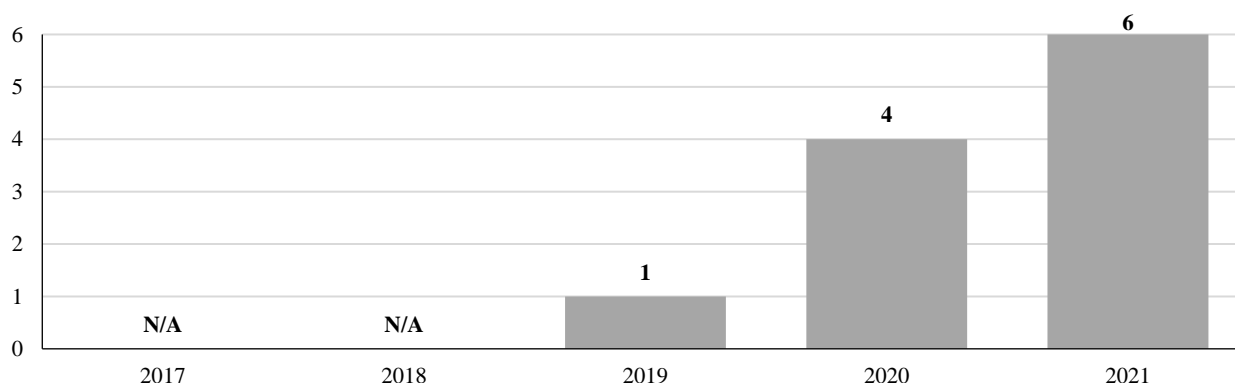
Planned results for 2021

Result 1: ensure progress towards urban sustainability for climate action (result carried over from 2020)

18.82 The subprogramme will continue the work related to urban sustainability, in line with its mandate, and will assist countries in formulating urban development plans that incorporate climate adaptation and mitigation considerations, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.X

Performance measure: number of cities developing new sustainable urban development plans in line with recommendations of the Economic Commission for Latin America and the Caribbean



Abbreviation: N/A, not applicable.

Result 2: improved information available for city planning in Latin American and Caribbean countries (new result)

18.83 The Latin American and Caribbean region is characterized by high levels of urbanization. Given the weight of their human and financial capital, in addition to a growing ecological footprint, cities and human settlements have acquired a growing relevance in policy agendas at the global, national and subnational levels. However,

implementing the New Urban Agenda and the urban dimension of the 2030 Agenda requires the development and implementation of new and improved planning and management tools at all levels, as well as national urban policies, guidelines, regulations and legislation, the development of strategies and plans, and the availability of municipal financing. Cities need more and improved information to adequately inform decision-making, policy development and the provision of the goods and services required by their inhabitants. Decision makers are often faced with the need to act in situations of strong uncertainty, on the basis of estimates and predictions of dubious quality.

18.84 Information creates knowledge and understanding, which are fundamental to carry out an appropriate and effective decision-making process on the road to achieving the Sustainable Development Goals. Effective follow-up of the actions undertaken by the different levels of government is required in order to formulate a more precise vision of progress, barriers and change within urban areas, and the way in which these elements affect and even determine the capacity of a given country to achieve sustainable development.

Internal challenge and response

18.85 The challenge for the subprogramme was the lack of structured information available to support member States in the design and implementation of relevant public policies in urban development, currently aggravated by the acute socioeconomic impact of the COVID-19 pandemic. In response, the subprogramme will finalize the design and formally launch the Latin American and Caribbean urban and cities platform, which is intended to support the monitoring of urban development in the region and to promote capacity-building and sharing of experiences among practitioners. The platform will include an observatory, where consolidated information on cities and urban areas in the region will be available for visualization, and will host an e-forum, to strengthen capacities between diverse actors on urban issues, as well as providing a space for rigorous follow-up and assessment of the regional implementation of the New Urban Agenda and the fulfilment of the urban dimension of the Sustainable Development Goals at the national and subnational levels. The subprogramme will also implement capacity-building initiatives in relation to the platform.

18.86 A formal launch of the pilot of the Latin American and Caribbean urban and cities platform (including the observatory and e-forum) will take place later in 2020. In 2021, along with keeping the platform up to date and ensuring it is fully functional, the subprogramme will design and launch capacity-building activities to allow policymakers to benefit from the information on the platform.

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

18.87 This work is expected to contribute to ensuring the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, which would be demonstrated by a fully accessible platform with substantive content for each of the 33 Latin American and Caribbean countries, as well as the launch of capacity-building initiatives to promote the use of the platform.

Table 18.11
Performance measure

2017	2018	2019	2020	2021
• N/A	• First steps in the development of the Latin American and Caribbean urban and cities platform	• Design of the platform completed, and content developed	<ul style="list-style-type: none"> • 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 33 Latin American and Caribbean countries

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

63/281	Climate change and its possible security implications	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
64/200	International Strategy for Disaster Reduction		
64/203	Convention on Biological Diversity		
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations	71/228	Protection of global climate for present and future generations of humankind
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	71/229	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	71/230	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	71/231	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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	71/235	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)
		71/256	New Urban Agenda

Economic and Social Council resolution

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		

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

18.89 Table 18.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.12

Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of 3-hour meetings)	6	6	6	12
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	6	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
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Field projects on adaptation to climate change and mitigation of its impact	1	1	1	1
Seminars, workshops and training events (number of days)	6	6	7	8
4. Meetings of the expert groups on policies for sustainable development of human settlements and climate change; environmental and urban dimensions of the 2030 Agenda; and experiences in implementing policies related to sustainable development in the region	4	4	4	4
5. Courses on sustainable development and/or environmental economics; climate change mitigation and adaption assessment and policies; and human settlement issues	2	2	3	4
Publications (number of publications)	9	9	8	8
6. Studies on topics including climate change, sustainable development, environmental impact of public policies, carbon tax and low-carbon economy, environmental fiscal policies, development scenarios in urban areas, sustainable consumption and production patterns, and integration of public policies for sustainable development and institution-building	9	9	8	8

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: 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 the Government of Brazil and its institutions, at their request, on assessing the progress made towards achieving sustainable development.

Databases and substantive digital materials: databases on sustainable development, climate change and environmental issues.

Subprogramme 8 Natural resources

Objective

18.90 The objective, to which this subprogramme contributes, is to enhance the institutional capacities of Latin American and Caribbean countries for good governance and the sustainable exploitation of natural resources with a focus on water and sanitation, energy, extractive resources, agriculture and biodiversity.

Strategy

18.91 To contribute to the enhancement of the institutional capacities of Latin American and Caribbean countries for good governance and the sustainable exploitation of natural resources with a focus on water and sanitation, and energy, 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, 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 use of water and renewable energy. This work is expected to result in better access to clean and affordable energy and water and in increased support for member States in making progress towards the attainment of Sustainable Development Goal 6 (Ensure availability and sustainable management of water and sanitation for all) and Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all). Past results in this area include the support provided to the national water plan in Argentina, which has been implemented by the Government since 2016 and covers the improvement of national policies concerning drinkable water, climate change adaptation and water for production.

18.92 To contribute to the enhancement of the institutional capacities of Latin American and Caribbean countries for good governance and the sustainable exploitation of natural resources with a focus on extractive resources, the subprogramme will carry out studies on fossil and mineral resource governance, 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 to stimulate clusters and linkages between the extractive sector and the rest of the economy. This work is expected to result in economic diversification initiatives and value-added linkages, sustainable local economic development, and transfers of skills and job creation. Past results in this area include the improvement of statistics and indicators on sustainable mining in Argentina and Peru.

18.93 To contribute to the enhancement of the institutional capacities of Latin American and Caribbean countries for good governance and the sustainable

exploitation of natural resources with a focus on agriculture and biodiversity, the subprogramme will promote new production development approaches (e.g. bioeconomy and circular economy) and reinforce the coherence, integration and coordination of regional institutions and policies. The subprogramme will provide technical assistance, at the request of member States. This work is expected to result in the design and implementation of policies and strategies for sustainable agricultural and rural development and bioeconomy. This will support member States in making progress towards the achievement of Sustainable Development Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 13 (Take urgent action to combat climate change and its impacts), Goal 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and Goal 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). Past results in this area include the support provided to the Government of Costa Rica for the development of a new national bioeconomy strategy.

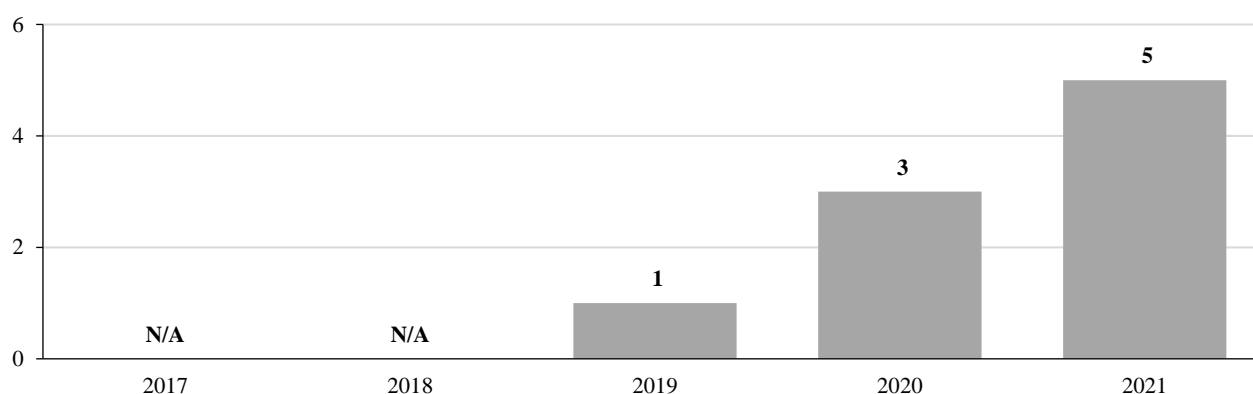
Planned results for 2021

Result 1: Regional Observatory on Sustainable Energy for Latin America and the Caribbean (result carried over from 2020)

18.94 The subprogramme will continue the work related to sustainable energy, in line with its mandate, and will assist countries in enhancing their capacity to design and implement measures for sustainable and affordable energy, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.XI

Performance measure: additional (cumulative) measures adopted by countries of the region towards the implementation of energy policies to achieve affordable, reliable, sustainable and modern energy for all



Abbreviation: N/A, not applicable.

Result 2: development of the regional potential for bioeconomy (new result)

18.95 The subprogramme has been working in several Latin American and Caribbean countries to support the development of their national bioeconomy strategies. Bioeconomy, understood as the set of sectors that use biological resources, processes and/or biological intelligence for the production of goods and services, is not only a

strategy for growth with decoupling of emissions, but also allows for a more coherent approach to the complex challenge of generating new sources of economic and social growth that contribute to the attainment of the Sustainable Development Goals. Several countries have expressed interest in developing national bioeconomy plans, and some have already begun to develop or are completing the process of developing such plans. An example is Costa Rica, which has been developing its national bioeconomy strategy since the beginning of 2018. ECLAC has been supporting Costa Rica in that regard, guiding it through a consultation process at both the sectoral and the regional levels, with the active participation of representatives from the public, business and science and technology sectors, as well as young bioentrepreneurs. ECLAC has been generating spaces for dialogue with other partners in the region that are beginning to explore bioeconomy as an alternative path for economic development (e.g. the Food and Agriculture Organization of the United Nations, the Ministry of Livestock, Agriculture and Fisheries of Uruguay and the National Planning Department of Colombia). The Costa Rican bioeconomy strategy seeks to achieve convergence between environmental and productive development policies formulated over the past seven decades, reconciling objectives of productive development and protection, knowledge and sustainable biodiversity, and aligning national capacities in agricultural and biological or life sciences with the vast biological resources of the country. The strategy has been framed as an instrument for advancing the implementation of the national decarbonization plan for the period 2018–2030, through actions grouped in five strategic areas: bioeconomy for rural development (e.g. low carbon agriculture); biodiversity and development (e.g. biological corridors and ecosystem services); residual and waste biomass biorefineries (e.g. bioenergy, bioproducts and biomolecules); advanced bioeconomy (e.g. biotechnology and biodiversity); and urban bioeconomy (e.g. interurban biological corridors).

Internal challenge and response

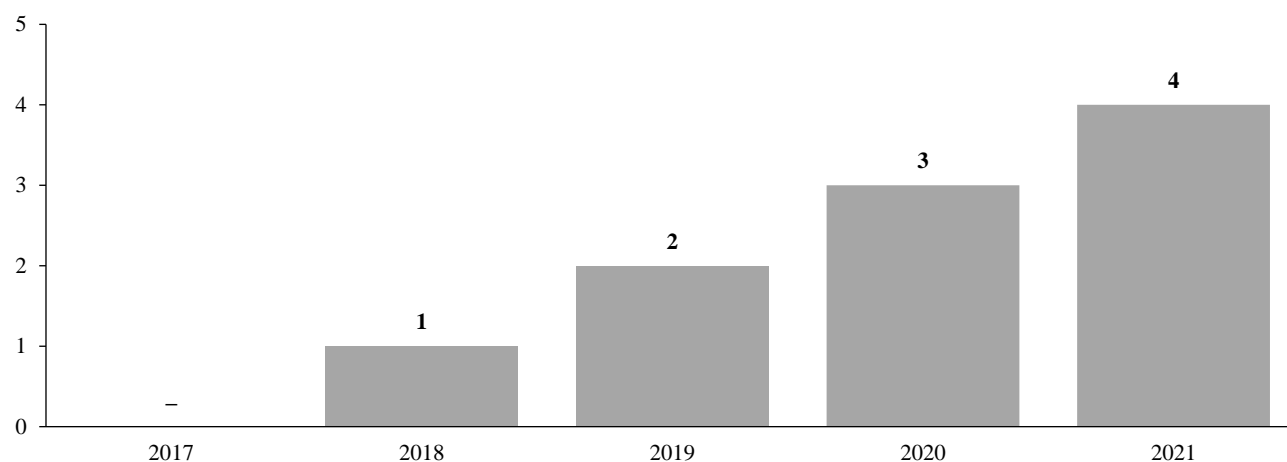
18.96 The challenge for the subprogramme was that it had not considered in enough detail the national capacities and potential for the development of bioeconomy in the different Latin American and Caribbean countries. Given the diversity of biological resources and scientific and technological capacities, it is not possible to speak of a generic bioeconomy for Latin America and the Caribbean; rather, countries define their strategies on the basis of their national (and local) realities and capabilities. Even so, there are some common basic elements that allow countries to engage in dialogue and learn together on the basis of their shared reality as a mega-biodiverse region with great potential for biomass generation and a high economic dependence on natural resources. In response, the subprogramme will work on acquiring a more detailed overview of the potential of the different countries and, in some cases, localities or biomes, with the aim of supporting countries in the development of national bioeconomy strategies that are realistic and viable in their implementation. At the same time, work will be done to keep track of the regional elements that will allow countries in the region to exchange valuable information and tackle common issues in their national strategies.

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

18.97 This work is expected to contribute to the enhancement of the institutional capacities of Latin American and Caribbean countries for good governance and the sustainable exploitation of natural resources with a focus on agriculture and biodiversity, which would be demonstrated by two additional countries in the region initiating the development of national bioeconomy strategies.

Figure 18.XII

Performance measure: number of Latin American and Caribbean countries that have initiated the development of national bioeconomy strategies



Legislative mandates

18.98 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	2006/49	Outcome of the sixth session of the United Nations Forum on Forests
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Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean	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
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean		

Deliverables

18.99 Table 18.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.13

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	2
1. Projects in the areas of energy, natural resources governance and the water-energy nexus; social equality; and environmental sustainability	1	1	1	2
Seminars, workshops and training events (number of days)	10	10	11	15
2. Meetings of experts on sustainable energy; public policies linked to the governance of natural resources; and agricultural development	4	4	8	6
3. Training and courses for public and private sector officials involved in agriculture and the management of natural resources	6	6	3	9
Publications (number of publications)	9	9	10	10
4. <i>The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America and the Caribbean</i>	1	1	–	1
5. Studies on issues relating to water resources and the nexus with other sectors; energy integration; governance of natural resources; extractive industries; biophysical trade; and agriculture	8	8	8	9
6. Study on rural-urban partnerships in integrated territorial development strategies	–	–	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	–
Technical materials (number of materials)	2	2	2	1
8. Newsletter of the Network for Cooperation in Integrated Water Resource Management for Sustainable Development in Latin America and the Caribbean	2	2	2	–
9. Bulletin on natural resources for sustainable development in Latin America and the Caribbean	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: 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

18.100 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

18.101 To contribute to the enhancement of planning and public management processes in the region for the advancement of equitable and sustainable development, 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. This work is expected to result in the building of effective, inclusive and strategic institutions and planning processes that prioritize comprehensive development through medium- and long-term visions while further reducing structural gaps by enhancing citizen's participation and accountability, and in the strengthening of territorial governance, planning and management in public policy processes, all of which will help countries of the region to make progress towards the attainment of Sustainable Development Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). Past results in this area include improvements of national planning processes in public agencies from Argentina, Chile, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras and Mexico. In Guatemala, support was provided to develop a national strategy for the implementation of the 2030 Agenda for Sustainable Development.

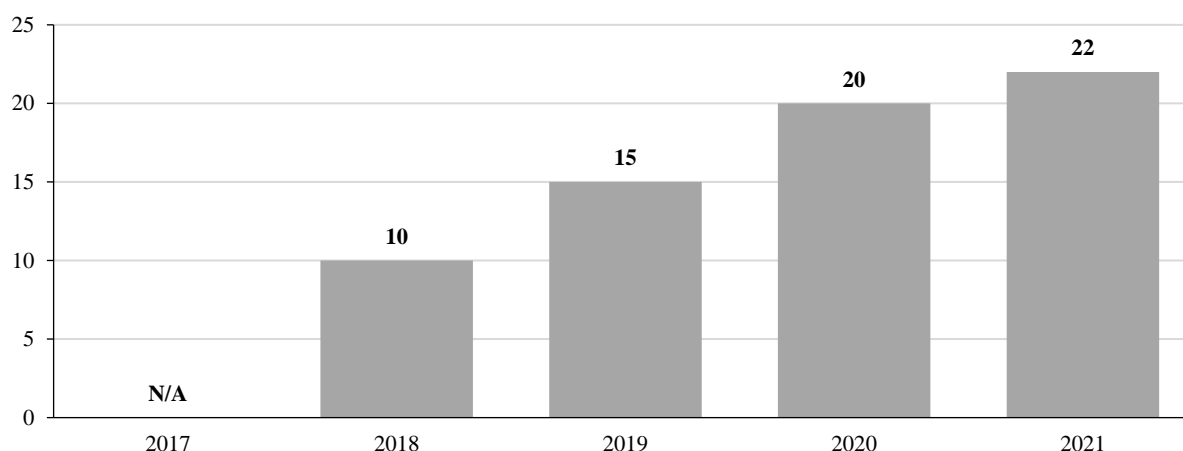
Planned results for 2021

Result 1: planning and public management tools for the territorialization and implementation of the Sustainable Development Goals (result carried over from 2020)

18.102 The subprogramme will continue the work related to planning and public management for sustainable development, in line with its mandate, and will assist countries in the development of national strategies that integrate the Sustainable Development Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.XIII

Performance measure: number of cumulative national strategies for the implementation of the 2030 Agenda



Abbreviation: N/A, not applicable.

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 (new result)

18.103 Planning and public management for sustainable development is a tool for ensuring cohesion and rationality in the implementation of the 2030 Agenda in Latin American and Caribbean countries and for ensuring continued and sustained progress in the development of the region. State leadership has been pivotal in improving development outcomes in Latin America and the Caribbean. The region's development challenges, however, are structural and demand a concerted and committed State-led response. Responding to demands by the Regional Council for Planning, the subprogramme has been promoting the elaboration of long-term development strategies that transcend political cycles as an instrument for achieving sustainable development. These strategies are built from a country-based and common point of view through the engagement of a diversity of development actors. In addition, they address the multiple and often conflicting dimensions of development and take into account the particularities of each country and territory while also considering global and regional commitments. Finally, the strategies raise the importance of implementation, follow-up and evaluation processes as critical elements in ensuring that they are vehicles for change and not just a list of good intentions.

18.104 In this regard, through the Regional Observatory of Planning for Development, the subprogramme has been working in the region to support countries in strengthening their development planning systems: gathering, analysing, systematizing and producing knowledge about planning for sustainable development through collective construction processes, in order to identify challenges, particularities, common issues and potentialities to enable national planning authorities to formulate, update and implement effective strategies to achieve sustainable development. With the adoption of the 2030 Agenda, the subprogramme shifted its focus from developing instruments and transferring knowledge for specific challenges in planning and public management to a more integrated approach to capacity development in planning and public management systems.

Internal challenge and response

18.105 The challenge for the subprogramme was to develop a comprehensive suite of tools that enables countries to advance from the formulation of a strategy to its effective implementation, through the identification of critical nodes, stakeholders and priority actions, as well as financing needs and sources. In response, the subprogramme will focus on supporting the development and strengthening of mechanisms for the implementation of long-term development plans and strategies, including the linkages between budgets, investment plans and national development plans; the alignment of results-based management and accountability processes with development goals; and the monitoring and evaluation mechanisms necessary to assess progress towards the achievement of planned objectives.

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

18.106 This work is expected to contribute to the enhancement of planning and public management processes in the region for the advancement of equitable and sustainable development, which would be demonstrated by two additional countries implementing strategies at the subnational levels to reach their national goals within the framework of the 2030 Agenda and the implementation of results-based management methodologies for sustainable development.

Table 18.14
Performance measure

2017	2018	2019	2020	2021
<ul style="list-style-type: none"> Guatemala develops a strategy for the implementation of the 2030 Agenda 	<ul style="list-style-type: none"> Argentina initiates capacity-building in the territorialization of the 2030 Agenda and its convergence with planning processes Agreements on the territorialization of the 2030 Agenda between the authority responsible for the follow-up and review of the implementation of the Agenda and subnational governments 	<ul style="list-style-type: none"> Argentina initiates capacity-building in approaches for the Sustainable Development Goals in subnational public planning in 2 provinces Paraguay updates its national development plan to incorporate the 2030 Agenda Uruguay pilots an assessment of the territorialization of the national development strategy in 1 municipality 	<ul style="list-style-type: none"> Uruguay designs an intersectoral strategy for the central region Paraguay identifies financing mechanisms for the national development plan Cuba applies the PlanBarometer 	<ul style="list-style-type: none"> Implementation of subnational development plans or strategies in at least 2 additional countries Application of a methodology for comprehensive results-based management in at least 2 additional countries

Legislative mandates

18.107 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 resolution

701 (XXXVI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
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Deliverables

18.108 Table 18.15 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.15

Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
1. Meetings of the Regional Council for Planning	6	6	—	6
2. Meetings of the Presiding Officers of the Regional Council for Planning	—	—	6	—
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Field projects on development planning and public management for development	1	1	1	1
Seminars, workshops and training events (number of days)	56	56	54	53
4. Learning courses on public management, budgets, evaluation and investment; foresight and scenario planning techniques; multiscale and territorial governance, planning and management; planning, public value and public administration; 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; multilevel governance and planning; planning and development issues; and public value, public administration and open government policies in the region)	6	6	4	3

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Publications (number of publications)	5	4	3	3
6. Publications and studies on planning and public management for development	5	4	3	3
Technical materials (number of materials)	1	1	1	1
7. Infographics, policy briefs and newsletters on planning and public management for development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: on development planning and public management systems, public policies and programmes, project formulation and evaluation, national systems for public investment, and multilevel governance and planning.				
Databases and substantive digital materials: Regional Observatory of Planning for Development in Latin America and the Caribbean; technical manuals and applications that support training and technical assistance activities; and databases on planning and public management for development in Latin America and the Caribbean.				

Subprogramme 10 Statistics

Objective

18.109 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

18.110 To contribute to the improvement of the production of statistics for evidence-based decision-making in the region, 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; 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. This work is expected to result in the production of reliable economic, social and environmental statistics and new indicators in emerging areas and the improvement of non-traditional sources of information. Past results in this area include significant progress made by countries of the region towards compliance with the System of National Accounts 2008 and satellite accounts and recommendations on environmental statistics. In this regard, Argentina, Cuba and Paraguay strengthened their national accounts, Curaçao improved the calculation of annual GDP at constant prices, the Dominican Republic implemented a continuous employment survey and Uruguay disseminated a new balance of payments.

18.111 To contribute to the improvement of the dissemination of statistics for evidence-based decision-making in the region, 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. The subprogramme will also contribute analytical and substantive inputs to ECLAC flagship publications and documents. This work is expected to result in an 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. Past results in this areas include the statistical portal of ECLAC, which is continuously being updated with metadata and new facilities and which registered more than 6 million downloads in 2016–2017.

18.112 To contribute to the use of statistics for evidence-based decision-making in the region, 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, the subprogramme 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. This work is expected to result in greater regional coordination, leading to increased use of statistics at the regional and national levels. Past results in this area include progress in the implementation of the decennial strategic plan of the Statistical Conference of the Americas for 2015–2025, with actions having been taken in relation to 9 of the 12 specific objectives as at December 2018.

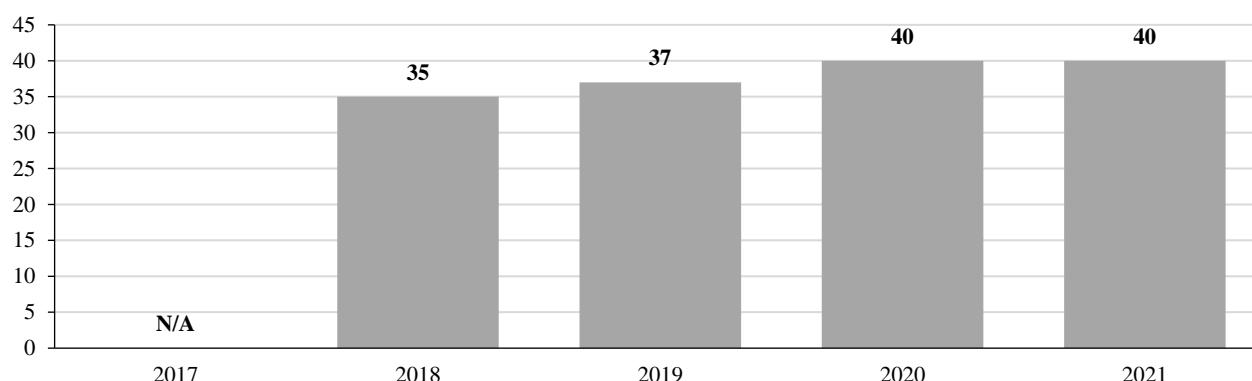
Planned results for 2021

Result 1: timelier purchasing power parity estimates for a more reliable measurement of Latin American and Caribbean economies (result carried over from 2020)

18.113 The subprogramme will continue the work related to the measurement of economies, in line with its mandate, and will assist countries in adopting the rolling benchmark for faster and more reliable measurement of the size of the economies in the region and the prosperity of its citizens to inform evidence-based policies, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.XIV

Performance measure: number of member States and associate member States implementing the rolling benchmark



Abbreviation: N/A, not applicable.

**Result 2: revamped ECLAC regional statistical portal (CEPALSTAT)
(new result)**

18.114 The subprogramme has been working to disseminate the Commission's regional and national official statistics in CEPALSTAT, the regional statistical portal of the Commission. Since 2019, the subprogramme has renewed its approach and placed greater emphasis on including new technologies, transforming CEPALSTAT into an open database and improving its usability.

18.115 The new portal will include revamped versions of current sections, such as the tabulator and regional and national profiles, as well as the incorporation of new tools, such as a dashboard to explore data sets and generate downloadable tables and graphics, and integration with geospatial data.

18.116 These changes will be useful to government officials and other stakeholders in planning, designing, implementing and monitoring public policies and actions in the social, economic and environmental fields on the basis of quantitative evidence from official sources. In addition, the new portal may serve as a model for the development by countries of national data hubs to improve the accessibility and usability of official statistics.

Internal challenge and response

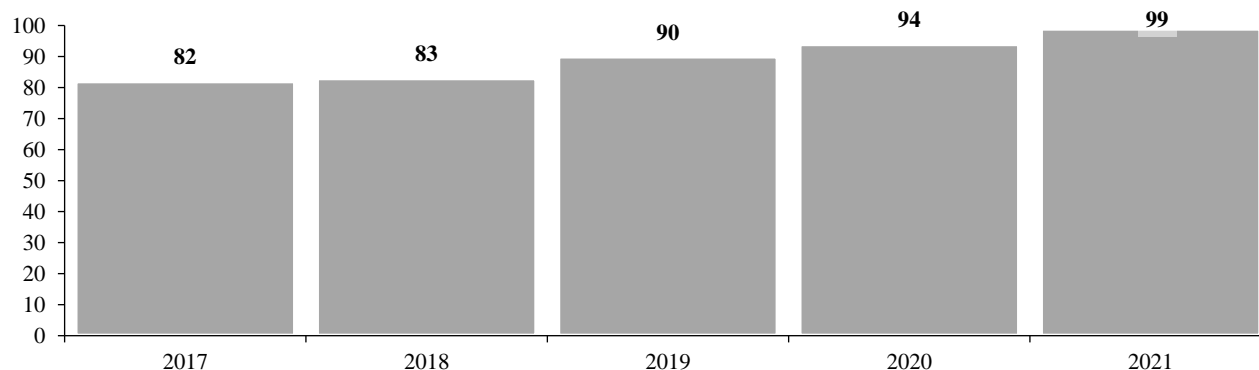
18.117 The challenge for the subprogramme was to support national statistical offices of the countries of Latin America and the Caribbean in the context of new technology, including databases, web pages and data visualization. In response, the subprogramme will develop a strategy with national statistical offices, Governments, universities and technical institutions in the region in order to exchange knowledge in this area and develop common solutions useful to all countries.

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

18.118 This work is expected to contribute to the improvement of the dissemination and use of statistics for evidence-based decision-making in the region, which would be demonstrated by 99 per cent of surveyed users of CEPALSTAT considering its data useful or very useful for their work.

Figure 18.XV

Performance measure: percentage of users who consider CEPALSTAT data useful for their work



Legislative mandates

18.119 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	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
2006/6	Strengthening statistical capacity	2016/27	Strengthening institutional arrangements on geospatial information management
2013/21	Fundamental Principles of Official Statistics	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development

Economic Commission for Latin America and the Caribbean resolutions

649 (XXXIII); 668 (XXXIV); 678 (XXXV); 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

18.120 Table 18.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.16

Subprogramme 10: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	18	18	9	18
1. Meetings of the Statistical Conference of the Americas	9	9	–	9
2. Meetings of the Executive Committee of the Statistical Conference of the Americas	9	9	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	1
3. Field projects on economic statistics and national accounts; household surveys, social indicators and statistics; environmental statistics; and the framework for the 2030 Agenda for Sustainable Development	4	4	4	1
Seminars, workshops and training events (number of days)	17	17	20	20
4. Seminars and workshops on poverty, inequality, income distribution, employment, social cohesion and vulnerability, environmental statistics, harmonization and homogenization of statistics and indicators, the System of National Accounts, social information systems and household surveys, and economic statistics	6	6	6	11
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; and the harmonization and standardization of statistics and indicators for follow-up to the 2030 Agenda for Sustainable Development	11	11	14	9
Publications (number of publications)	6	6	4	6
6. <i>Statistical Yearbook for Latin America and the Caribbean</i>	1	1	1	1
7. Publications and studies, including on poverty, inequality and economic and environmental statistics and the statistical notebooks on economic and environmental statistics	5	5	3	5
C. Substantive deliverables				
Consultation, advice and advocacy: on environmental and economic statistics; household surveys, social indicators and statistics; and poverty and inequality.				
Databases and substantive digital materials: 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

18.121 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

18.122 To contribute to the improvement of the formulation of evidence-based public policies in the economic, social and environmental fields in the countries of the subregion, the subprogramme will support the development of national development agendas and strategic reforms towards generating economic and social impacts, and social compacts for equality benefiting 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 Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 13 (Take urgent action to combat climate change and its impacts) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). 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 and advisory services by the subprogramme will contribute to strengthening the institutional capacity to address economic and social issues, particularly regarding poverty eradication and multidimensional equality, including life cycle, gender, ethnicity and territory. The main beneficiaries of the subprogramme will be government authorities and officials, civil society, academia and the business community, as well as subregional entities, such as those involved in the Central American Integration System. The subprogramme will step up its close collaboration and cooperation with national stakeholders and subregional integration institutions in order to strengthen their capacities through the provision of advisory services, training and fellowships and the organization and promotion of forums to facilitate policy dialogue. It 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. This work is expected to result in increased technical capacity to design, implement and evaluate public policies and measures, including those focused on fiscal matters, trade and integration, energy, agriculture, food security and climate change. Past results in this area include the preparation of the first draft of the Central American Sustainable Energy Strategy 2030, aimed at ensuring universal access to modern energy services, increasing the use of renewable energies and improving energy efficiency, taking into account the priorities of the member States of the Central American Integration System, as well as their international commitments under the 2030 Agenda for Sustainable Development and the Paris Agreement, and the preparation by Guatemala of its development strategy using the methodology developed by ECLAC on planning for the implementation of the 2030 Agenda in Latin America and the Caribbean based on the identification of critical nodes and links between the 2030 Agenda and planning instruments.

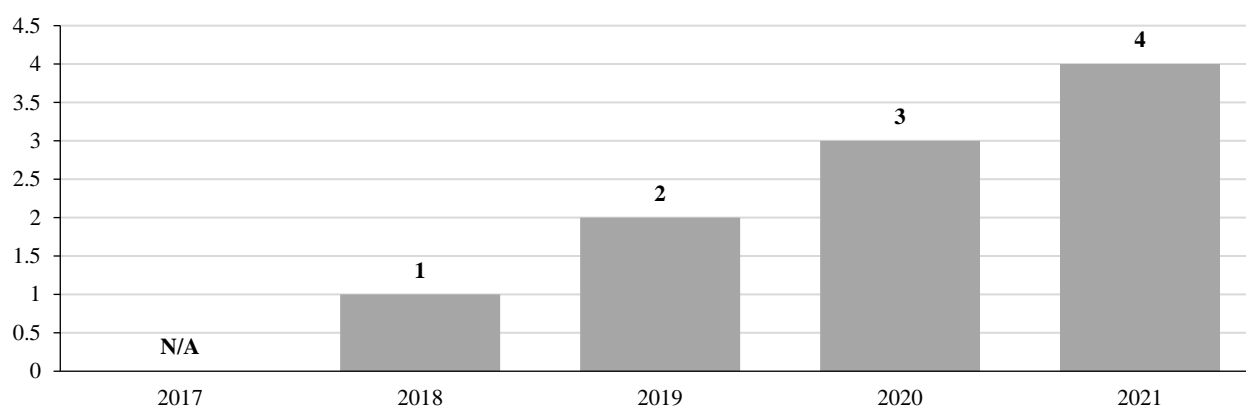
Planned results for 2021

Result 1: strengthening institutions for policy coherence within an integrated approach towards implementation of the 2030 Agenda (result carried over from 2020)

18.123 The subprogramme will continue the work related to the alignment of subregional plans and strategies with the 2030 Agenda, in line with its mandate, and will assist countries in strengthening their capacity to identify the interlinkages between national or subnational planning instruments and the Sustainable Development Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 18.XVI

Performance measure: 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



Abbreviation: N/A, not applicable.

Result 2: strengthened technical dialogue for new development strategies in Central America (new result)

18.124 A powerful narrative that hinders development strategies is the idea that middle-income countries ought to “graduate” from development assistance. The share of official development assistance flowing to Latin America and the Caribbean, where all countries but one are middle-income countries, has fallen from 1 per cent of GDP in the 1960s to about 0.2 per cent of GDP in 2019. Nevertheless, 72 per cent of the world’s population still live in middle-income countries. The 2030 Agenda requires the total eradication of poverty by 2030; meeting such a crucial commitment entails working with middle-income countries at a time when finance for development flows are declining for these countries.

18.125 Middle-income countries endure structural gaps that persist for long periods even as they grow richer. Chronic poverty, for example, is three times higher in rural areas than in cities and towns. Pollution, congestion and depletion of natural resources often accompany higher levels of income. Periods of accelerated growth in Latin America and the Caribbean have invariably led to more inequality.

18.126 In this context, the work of the subprogramme will focus on the importance of closing structural gaps in middle-income countries of the subregion and adding a focus on inequality to their new development strategies, including through: (a) policy analysis and research on structural gaps in selected middle-income countries of the subregion; (b) policy dialogue, tools and specific policy proposals centred on closing structural gaps; and (c) policy influence and knowledge management towards new development strategies in the subregion.

Internal challenge and response

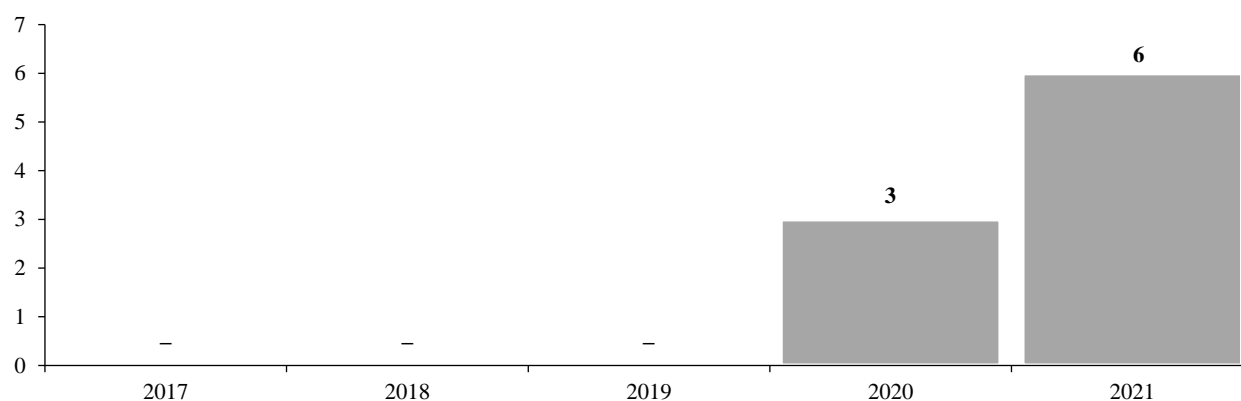
18.127 The challenge for the subprogramme was to maintain the level of engagement with national authorities to address the proposed agenda and subsequent policy recommendations given the changes in political authorities as a result of electoral processes. Collaboration with main public and private sector stakeholders may be affected by staff turnover; time and effort are therefore needed to sustain advocacy and start up agreements with new decision makers and other key stakeholders as elections bring in new authorities and contexts. In response, the subprogramme will build on already tested institutional partnerships developed in the context of its work in the subregion.

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

18.128 This work is expected to contribute to the improvement of the formulation of evidence-based public policies in the economic, social and environmental fields in the countries of the subregion, which would be demonstrated by countries having at their disposal sound analytical studies on growth, investment and productivity that will enable the conditions to foster discussion on the challenges of middle-income countries in the subregion.

Figure 18.XVII

Performance measure: number of countries with studies on growth, investment and productivity



Legislative mandates

18.129 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	67/144	Intensification of efforts to eliminate all forms of violence against women
		68/207	Sustainable tourism and sustainable development in Central America

69/16	Programme of activities for the implementation of the International Decade for People of African Descent	71/228	Protection of global climate for present and future generations of humankind
69/187	Migrant children and adolescents	71/233	Ensuring access to affordable, reliable, sustainable and modern energy for all
69/202	The role of the United Nations in promoting a new global human order	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)
69/225	Promotion of new and renewable sources of energy		
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	71/236	Towards a New International Economic Order
70/147	Protection of migrants		
71/101 A	Information in the service of humanity	71/237	International migration and development
71/164	Follow-up to the Second World Assembly on Ageing	71/238	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
71/178	Rights of indigenous peoples		
71/186	Human rights and extreme poverty	71/241	Second United Nations Decade for the Eradication of Poverty (2008–2017)
71/191	The right to food	71/242	Industrial development cooperation
71/216	External debt sustainability and development	71/245	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 and of the United Nations Conference on Sustainable Development	73/195	Global Compact for Safe, Orderly and Regular Migration

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
		2016/8	Rethinking and strengthening social development in the contemporary world
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2016/15	Programme of Action for the Least Developed Countries for the Decade 2011–2020

Economic Commission for Latin America and the Caribbean resolutions

615 (XXXI)	International migration	653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti	687(XXXV)	The regional dimension of the post-2015 development agenda

Deliverables

18.130 Table 18.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.17

Subprogramme 11: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
1. Field projects on macroeconomic modelling, decent work, macroprudential policies and debt sustainability, social policies and social protection	1	1	—	1
2. Field projects on financial inclusion, structural gaps, input-output tables and the role of fiscal policy in income redistribution	—	—	1	—
Seminars, workshops and training events (number of days)	15	15	15	10
3. Meetings of experts, including on debt sustainability, macroeconomic and public policies, social structure and stratification, energy, and food and agriculture	12	12	12	10
4. Courses and workshops on policy options relating to climate change adaptation and mitigation	3	3	3	—
Publications (number of publications)	9	9	10	9
5. Studies, including on macroeconomics, trade, external investments, social developments inclusive of labour markets, energy and public policies focusing on climate change	9	9	10	9
Technical materials (number of materials)	11	11	11	11
6. Technical reports on subregional activities	1	1	1	1
7. Technical notes on recent macroeconomic developments in the countries of the subregion	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: on macroeconomic and macroprudential policies, the 2030 Agenda for Sustainable Development, social development issues, trade, sectoral policy, energy and climate change.				
Databases and substantive digital materials: 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

18.131 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

18.132 To contribute to the enhancement of the subregion's cooperation with Latin America, 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. This work is expected to result in more effective subregional and regional engagement and consensus, functional cooperation and enhanced political advocacy on issues critical to the Caribbean's development. Past results in this area include the adoption by representatives of the Caribbean small island developing States of the San Pedro Declaration in August 2018, in which they stressed the need for an integrated and synergistic approach to the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, and other sustainable development agreements, in order to strengthen coherence in overcoming the multiple challenges facing small island developing States.

18.133 To contribute to a strengthened sustainable development process in the Caribbean in the economic, social and environmental dimensions, 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. The subprogramme also plans to support Caribbean countries in the development of evidence-based policies that promote sustainable development, including Sustainable Development Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (Achieve gender equality and empower all women and girls), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 13 (Take urgent action to combat climate change and its impacts) and Goal 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development). This work is expected to result in advancing the implementation of national and subregional strategies and programmes. Past results in this area include the work conducted in connection with disaster assessment through damage and loss assessment reports and training courses that benefited more than 250 government officials and practitioners from six Caribbean countries.

Planned results for 2021

Result 1: identifying and addressing challenges in the implementation of the Sustainable Development Goals (result carried over from 2020)

18.134 The subprogramme will continue the work related to planning and public management for sustainable development, in line with its mandate, and will assist countries in strengthening their capacity to comprehensively assess their development challenges and their progress towards the Sustainable Development Goals and to prepare voluntary national reviews, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 18.18
Performance measure

2017	2018	2019	2020	2021
N/A	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	Strengthened regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least eight Caribbean countries	Significantly enhanced regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least eight Caribbean countries

Abbreviation: N/A, not applicable.

Result 2: more countries with Sustainable Development Goal institutional frameworks to strengthen their sustainable development processes (new result)

18.135 The subprogramme has been working in the Caribbean to support national ownership of the 2030 Agenda through the establishment of new Sustainable Development Goal institutional frameworks and the formalization of existing interim arrangements. Although these efforts have yielded some results, more still needs to be done. Through the provision of technical assistance to member States, the subprogramme will support the establishment of national institutional frameworks in countries that do not have one, especially those considering presenting their voluntary national reviews in the next one to three years. Experience from Caribbean countries that have presented their voluntary national reviews shows that the process represents a rallying point for Sustainable Development Goal sensitization and an opportunity to galvanize national support for the global Agenda.

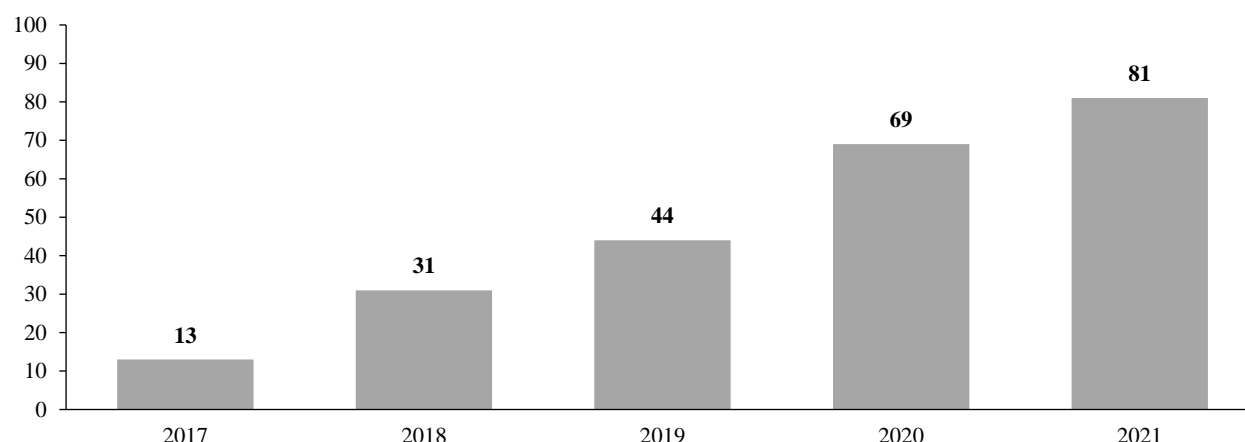
Internal challenge and response

18.136 The challenge for the subprogramme was to harness the support required to effectively facilitate the establishment of the Sustainable Development Goal institutional frameworks in the Caribbean countries. In this context it should be noted that all countries in this subregion are classified as middle- and upper-income small island developing States. In addition, these countries shoulder unsustainable levels of public debt. The combined circumstances make concessionary financing impossible and access to loans very expensive. In response, the subprogramme will accelerate its resource mobilization efforts and explore suitable partnerships to increase the available financial and human resources to better support the countries in establishing their national Sustainable Development Goal institutional frameworks. The subprogramme will also scale up its activities, which will help to raise awareness of the linkages with other sustainable development agendas, including the Samoa Pathway, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Paris Agreement and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), and enhance integrated implementation at the national level. Workshops will also provide a welcome environment for engaging countries in establishing or formalizing their institutional frameworks as a mechanism for a coordinated approach to sustainable development in the Caribbean.

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

18.137 This work is expected to contribute to a strengthened sustainable development process in the Caribbean in the economic, social and environmental dimensions and the enhancement of the subregion's cooperation with Latin America, which would be demonstrated by 81 per cent of Caribbean member States having at their disposal formalized Sustainable Development Goal institutional frameworks.

Figure 18.XVIII

Performance measure: percentage of Caribbean countries with formalized Sustainable Development Goal institutional frameworks**Legislative mandates**

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

General Assembly resolutions

67/215	Promotion of new and renewable sources of energy	70/189	Financial inclusion for sustainable development
67/218	Promoting transparency, participation and accountability in fiscal policies	70/204	International Strategy for Disaster Reduction
68/304	Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes	70/213	Science, technology and innovation for 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	70/214	Culture and sustainable development
70/126	Promoting social integration through social inclusion	70/263	Cooperation between the United Nations and the International Organization for Migration
70/128	Cooperatives in social development	70/296	Agreement concerning the Relationship between the United Nations and the International Organization for Migration
70/132	Improvement of the situation of women and girls in rural areas	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable 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	71/329	Cooperation between the United Nations and the Caribbean Community
		72/146	Policies and programmes involving youth
		73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases

73/104	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	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
73/123	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples		
73/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	73/229	Towards the sustainable development of the Caribbean Sea for present and future generations
73/142	Inclusive development for and with persons with disabilities	73/231	Disaster risk reduction
73/143	Follow-up to the Second World Assembly on Ageing	73/232	Protection of global climate for present and future generations of humankind
73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment	73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all
73/218	Information and communications technologies for sustainable development	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)
73/219	International trade and development		
73/221	External debt sustainability and development	73/241	International migration and development
73/223	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development	73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
73/225	Entrepreneurship for sustainable development	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Sustainable Development", 2018–2028	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
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		

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	2017/21	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2014/11	Follow-up to the International Conference on Financing for Development	2017/22	Science, technology and innovation for development
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean	2017/29	Report of the Committee for Development Policy on its nineteenth session
2015/10	2020 World Population and Housing Census Programme	2018/3	Future organization and methods of work of the Commission for Social Development
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	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	2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002
		2018/18	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

2018/21	Admission of French Guiana as an associate member of the Economic Commission for Latin America and the Caribbean	2019/9	United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases
2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system		

Economic Commission for Latin America and the Caribbean resolution

727 (XXXVII) Caribbean Development and Cooperation Committee

Deliverables

18.139 Table 18.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.19

Subprogramme 12: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Sessions of the Caribbean Development and Cooperation Committee	–	–	3	–
2. Meetings of the Monitoring Committee of the Caribbean Development and Cooperation Committee	3	3	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	–
3. Field project on a relevant issue related to sustainable development in the Caribbean	1	1	1	–
Seminars, workshops and training events (number of days)	24	24	25	22
4. Seminars and meetings on debt sustainability; monetary and fiscal policy; industrial restructuring of service-producing economies; trade financing; and the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway	4	4	6	9
5. Meeting on ICT for sustainable development in the Caribbean	–	–	2	1
6. Meeting on promoting the design and use of knowledge management tools for sustainable development in the Caribbean	2	2	–	–
7. Meetings on the implementation of the Lisbon Declaration on Youth Policies and Programmes; population and development in the Caribbean; gender and development in the Caribbean; and issues relating to sustainable development	4	4	2	4
8. Meeting on non-communicable diseases	–	–	2	–
9. Meeting on statistics for sustainable development in the Caribbean	2	2	2	1
10. Meeting on climate change adaptation and disaster risk reduction measures in the Caribbean	2	2	2	1
11. Meeting of the Caribbean Development Round Table	–	–	1	–
12. Workshops on planning for the 2020 round of censuses in the Caribbean; gender mainstreaming across the Sustainable Development Goals; sustainable social protection programmes in the Caribbean; mainstreaming the Goals into national development plans; and the use of the updated ECLAC disaster assessment methodology	2	2	2	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
13. Training courses on the use of TradeCAN and the Module for the Analysis of Growth of International Commerce to monitor trade agreements and trade performance; selected ICT for sustainable development and knowledge management issues; the use of REDATAM for the online dissemination of census and household survey data; selected sustainable development issues; and climate change adaptation, disaster risks and resilience-building	8	8	6	6
Publications (number of publications)	9	9	11	10
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	—
17. Studies on the implementation of the Sustainable Development Goals in the Caribbean; monetary and fiscal policy; industrial restructuring of service-producing economies; debt sustainability and trade financing; the tourism sector and its contribution to growth and development; or the implementation of the Samoa Pathway	3	3	2	2
18. Studies on promoting the design and use of knowledge management tools for sustainable development in the Caribbean; statistics for sustainable development; or ICT for development	1	1	3	3
19. Study on gender and development in the Caribbean	1	1	1	1
20. Studies on population and development; the implementation of the Lisbon Declaration on Youth Policies and Programmes; or non-communicable diseases	1	1	1	1
21. Study on climate change adaptation and disaster risk reduction measures in the Caribbean	1	1	1	1
Technical materials (number of materials)	6	6	6	8
22. Technical materials on the Sustainable Development Goals and the sustainable development of small island developing States	—	—	1	—
23. Policy briefs on specific issues related to economic development, ICT for development, social development, statistics and disaster risk management in the Caribbean	2	2	1	4
24. <i>FOCUS</i> magazine	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: on ICT for development, economic policies and integration, gender equality and social and population development, and environmental development and disaster preparedness and risk reduction; and policy briefs on specific issues related to economic development, ICT for development, social development, statistics and disaster risk management in the Caribbean.				
Databases and substantive digital materials: knowledge repository; knowledge society toolkit; database on statistical indicators; and database on natural disasters.				
D. Communication deliverables				
Outreach programmes, special events and information materials: community outreach events.				
External and media relations: news items; <i>The Hummingbird</i> newsletter; media events; and television and radio interviews with ECLAC Caribbean staff.				
Digital platforms and multimedia content: ECLAC Caribbean website, Facebook page and LinkedIn page.				
Library services: information requests; library catalogue; interlibrary loans and services; and book displays.				

Subprogramme 13

Support for regional and subregional integration and cooperation processes and organizations

Objective

18.140 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 in interregional and global political dialogues through common positions in support of the 2030 Agenda for Sustainable Development.

Strategy

18.141 To contribute to the enhancement of regional and subregional integration processes in order to foster their convergence and the participation of the region in interregional and global political dialogues through common positions in support of the 2030 Agenda, 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, subregional and regional entities, United Nations agencies, funds and programmes, resident coordinators, the private sector, civil society organizations, extraregional stakeholders and 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. This work is expected to result in reduced regional asymmetries and increased South-South and triangular cooperation initiatives. Past results in this area include the establishment of the network for the implementation of the 2030 Agenda and follow-up to the Sustainable Development Goals in Latin America and the Caribbean.

18.142 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 and other integration mechanisms that will report to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. This work is expected to result in common positions in support of the 2030 Agenda. Past results in this area include supporting the Community of Latin American and Caribbean States in the form of annual action plans and technical inputs for the meetings of national coordinators and foreign ministers, as well as publications.

18.143 The subprogramme will also promote peer learning, the sharing of best practices and discussion on shared targets, which is expected to result in an 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. Past results in this area include the presentation of regionally agreed positions at the thirteenth Plenary Assembly of ParlAmericas, the network of the national legislatures of member States of the Organization of American States.

Planned results for 2021

Result 1: 2030 Agenda: a space for regional integration (result carried over from 2020)

18.144 The subprogramme will continue the work related to sustainable development, in line with its mandate, and will assist countries in the implementation of the 2030 Agenda, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 18.20

Performance measure

2017	2018	2019	2020	2021
N/A	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 will be 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	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	Increased capacity of member States through the promotion of collaborative work and horizontal cooperation to close gaps in data availability for follow-up to the 2030 Agenda, which will support the discussions at the fifth meeting of the Forum and the first year of the decade of action and delivery for sustainable development

Abbreviation: N/A, not applicable.

Result 2: reduced regional asymmetries and increased South-South and triangular cooperation (new result)

18.145 The subprogramme has been working towards reducing regional asymmetries by addressing the specificities of the region – characterized by middle-income countries, landlocked developing countries and Caribbean small island developing States – and promoting cooperation among Governments not only of Latin America and the Caribbean but also outside the region by supporting South-South and triangular cooperation initiatives. From 2018, the subprogramme placed greater emphasis on Caribbean countries with the launch of the Commission's initiative to bring the issues of the subregion into sharp focus under the Caribbean First approach. In addition, the subprogramme has also supported the implementation of the network

for the implementation of the 2030 Agenda and follow-up to the Sustainable Development Goals in Latin America and the Caribbean, with the objective of strengthening the institutional and technical capacities of the Governments of the region in the areas of: (a) inter-institutional and intersectoral coordination mechanisms; (b) statistics; and (c) cooperation contributing to capacity-building in the region, including the Caribbean subregion. This represents an enhanced strategic approach towards ensuring that the concerns of the subregion are given the widest consideration both regionally and internationally, with a view to comprehensively advancing the Caribbean agenda for sustainable development. The Caribbean First approach will also be promoted in all major intergovernmental engagements involving ECLAC in order to continuously animate and give substance to the search for solutions to the development imperatives facing the Caribbean.

Internal challenge and response

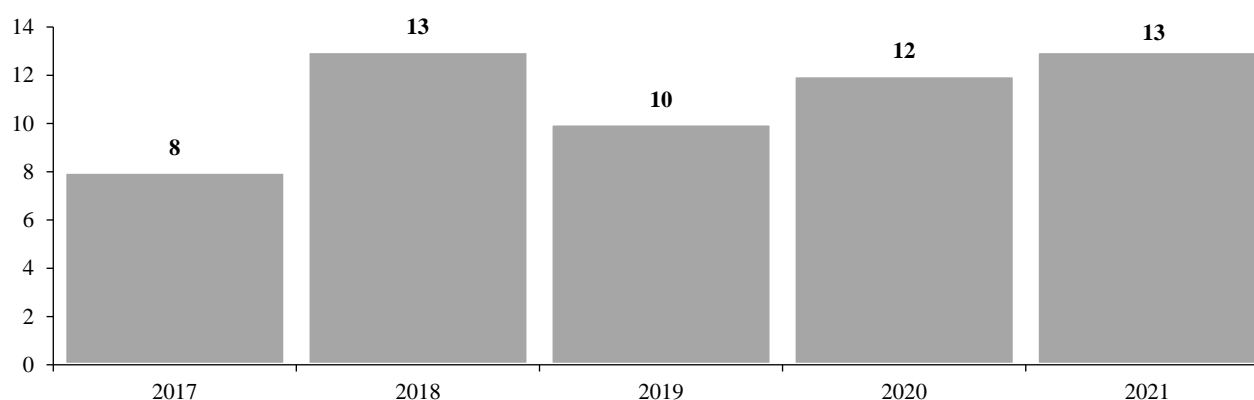
18.146 The challenge for the subprogramme was to strengthen the focus of its support to the Governments in the Caribbean, particularly in relation to technical cooperation, advisory services and training activities, but also to promote the sharing of knowledge and experiences and the transfer of technology. In response, the subprogramme will increase its advocacy and technical cooperation with the subregion, specifically through the network for the implementation of the 2030 Agenda and the Sustainable Development Goals, by identifying South-South and triangular cooperation needed and offered in the subregion on selected topics. The subprogramme will also ensure, to the greatest extent possible, that the concerns of the Caribbean are being addressed in all technical and substantive contributions when servicing meetings and preparing publications and knowledge materials for intergovernmental meetings on integration and cooperation in and outside the region.

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

18.147 This work is expected to contribute to the enhancement of regional and subregional integration processes in order to foster their convergence and the participation of the region in interregional and global political dialogues through common positions in support of the 2030 Agenda, which would be demonstrated by an increase in the number of Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development from 12 in 2020 to 13 in 2021.

Figure 18.XIX

Performance measure: number of Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development



Legislative mandates

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

General Assembly resolutions

65/177	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
66/223	Towards global partnerships		
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
71/318	Second High-level United Nations Conference on South-South Cooperation	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation

Economic Commission for Latin America and the Caribbean resolutions

730 (XXXVII)	Committee on South-South Cooperation	731 (XXXVII)	Seventieth anniversary of the Economic Commission for Latin America and the Caribbean
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Deliverables

18.149 Table 18.21 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 18.21

Subprogramme 13: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	7	6
1. Training courses and seminars, in cooperation with government entities and regional and subregional organizations, on strategies and processes for convergence and integration; and strategies relating to extraregional stakeholders and third parties	6	6	7	6
Publications (number of publications)	2	2	3	4
2. Studies on the integration of regional and subregional organizations and processes, including South-South cooperation	2	2	3	4
Technical materials (number of materials)	3	3	3	3
3. Input for the intergovernmental meeting on integration and cooperation and meetings with extraregional stakeholders and third parties	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: on topics related to the Commission's mandate, including on integration and cooperation, to regional and subregional organizations and processes; and provision, 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 resolutions and decisions, including Economic and Social Council resolutions 1818 (LV), by which the Council established the Commission, and 1985/69, amending its terms of reference, to underscore the social functions of the Commission. At the sixth special session of the Commission, held in December 2019, member States welcomed the request by two additional Arab countries to join the Commission, and recommended to the Economic and Social Council that it accept the two requests. If endorsed by the Council, the membership of ESCWA will represent 20 out of the 22 member States of the League of Arab States.

19.2 Member States recognize that the development landscape in the Arab region is dominated by the need to make progress in implementing the 2030 Agenda for Sustainable Development. ESCWA will support its member States in achieving their development plans, notwithstanding the prevalence of protracted and widespread political instability and violent conflict, which further exacerbate decades-old economic, social and environmental challenges and create additional barriers for a development trajectory for the region that member States recognize should be inclusive, equitable, sustainable and respectful of the needs of future generations. Support by ESCWA, aimed at developing interactive policy simulation tools, providing evidence-based policy support and building the capacity of Governments to formulate and implement policies for sustainable development, is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

Strategy and external factors for 2021

19.3 The Commission's strategy is to support member States in developing and implementing policies, strategies and programmes to enhance the welfare of their citizens, with particular attention to the achievement of member States' development plans and the Sustainable Development Goals and a focus on strengthening institutional structures, reducing inequality and sustainably enhancing shared prosperity. The starting point of the strategy are the results of its analysis of the impact of COVID-19 on national and regional economies and their links. A spirit of mitigating the effects of the crisis, recovering from it and building resilience on the economic, social and environmental fronts will mark the 2021 programme and each of its subprogrammes. The aim of the programme for 2021 is to promote job creation through entrepreneurship and empowered and networked small and medium-sized enterprises, while fostering overall competitiveness; help member States to optimize their social allocation while maintaining a sustainable and manageable fiscal balance; equip member States with the tools to monitor and enhance their food security and water resource management; help member States to enhance their statistical and data collection techniques and provide instruments and tools for monitoring progress, including on the Goals, at the national and regional levels and using evidence-based data for policymaking. It will do so while focusing on the needs of developing countries and promoting South-South and triangular cooperation.

19.4 In line with the Secretary-General's ongoing reforms of the United Nations, in fulfilment of the Commission's growing role as a regional substantive and normative organization and in order to facilitate meeting the above-mentioned objectives, ESCWA is proposing an internal reform exercise. Under its resolution 335 (S-VI) of 21 December 2019, the Commission adopted a new structure that serves three key purposes: (a) to optimize its substantive and operational assets in the service of member States by reconfiguring its overall programme into six subprogrammes on inter-related topics (climate change and natural resource sustainability; gender justice, population and inclusive development; shared economic prosperity; statistics, the information society and technology; 2030 Agenda and Sustainable Development Goals coordination; and governance and conflict prevention); (b) to enhance its regional collaboration role; and (c) to further strengthen its substantive and normative support to resident coordinator offices and United Nations country teams while optimizing its direct technical support to member States. Accordingly, the programme plan for 2021 is presented under the proposed new subprogramme structure, in line with resolution 355 (S-VI) and as set forth in the Note by the Secretary-General entitled "New strategic vision of the Economic and Social Commission for Western Asia" (E/2020/12). Reporting on the Commission's performance for 2019 is presented under the 2020 subprogramme structure, which consisted of seven subprogrammes (see annex to part A).

19.5 In underscoring its commitment to support for member States in achieving their development goals and implementing the 2030 Agenda, ESCWA will continue to fine tune its multidisciplinary approach to the 2030 Agenda; further underscore the potential benefits to member States stemming from regional integration while addressing transboundary issues; benefit from emerging technologies and utilize data science in the provision of policy simulation advice; and continue to focus on supporting member States in conflict or transitioning out of conflict.

19.6 With regard to external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Regional economies will be recovering from the damage inflicted by the COVID-19 pandemic in line with the pace of global recovery;
- (b) The national development landscape is conducive to the provision by ESCWA of integrated policy advice, normative support and technical capacity-building on regional priorities;
- (c) Member States continue to work together through existing platforms at the interregional and interministerial levels;
- (d) Line ministries in member States collaborate on key strategic issues, cooperate in an institutional process and engage with other development stakeholders on key policy areas.

19.7 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and 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. Addressing the special needs of marginalized and vulnerable groups, as called for by the Secretary-General, ESCWA will take steps to advance the inclusion of persons with disabilities in its programme in line with the United Nations Disability Inclusion Strategy.

19.8 The Commission will further consolidate its strategic and historic partnership with the League of Arab States. That 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 its eradication in line with the 2030 Agenda. The two bodies 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.

19.9 ESCWA also partners with the Islamic Development Bank (IsDB). IsDB plays a significant role in the region and the partnership covers 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.

19.10 The Commission also works closely with the World Bank to harmonize price statistics for the entire region. They have launched a regional initiative on multimodal transport and a tracking framework for Sustainable Development Goal 7. In addition, ESCWA will partner with the International Monetary Fund (IMF), the Organization for Economic Cooperation and Development (OECD), the World Trade Organisation (WTO) and a multitude of regional actors and academic institutions.

19.11 ESCWA has adapted its approach to multi-stakeholder engagement at the national and regional levels, creating unique regional platforms in which government representatives, parliamentarians, civil society and the private sector can exchange best practices and identify innovative solutions.

19.12 With regard to inter-agency coordination and liaison, ESCWA plays 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](#). To that end, ESCWA has implemented proposed measures to optimize functions and enhance collaboration at the regional level. It convened, with the United Nations Development Programme (UNDP), all United Nations agencies operating at the regional level in the Arab region and facilitated regional consultations that led to concrete actions that include: (a) the creation of Manara, a regional knowledge repository; (b) a commitment to prepare an annual inter-agency report on system-wide results; and (c) the provision of back-office services to United Nations agencies operating at the regional level with the aim of achieving efficiency gains. Significant progress has been made in each of these areas via inter-agency task forces, with ESCWA taking the lead on points (a) and (c) and providing support for point (b). That is in addition to ongoing work on substantive and normative collaboration at the regional and global levels with more than 20 United Nations agencies on a wide variety of topics relating to the Sustainable Development Goals, such as growth, employment, poverty, social protection, food security, climate change, migration, gender, and data and statistics.

19.13 The Commission has provided support to six of the newly established resident coordinator offices in the preparation of their common country analyses and is gearing up to extend similar support to the remaining offices. The Commission's support is focused on four substantive areas: (a) formulating the chapter on macroeconomic issues; (b) providing the resident coordinator offices with the data and statistics required for their analyses, monitoring and reporting, including a national Sustainable Development Goals profile for each country; (c) providing in-depth analysis of the impact of regional and transboundary issues, including trade, climate change, migration and water, on national development; and (d) providing in-depth analysis on conflict and transition issues and their impact on national development. The aim is to enhance the quality of the common country analyses and strengthen the design of the

United Nations Sustainable Development Cooperation Framework and optimize United Nations support in programme countries.

19.14 Organized by some 20 United Nations agencies and led by ESCWA, the annual Arab Forum for Sustainable Development continues to be the region's most inclusive gathering of sustainable development practitioners and advocates and is usually preceded by preparatory meetings and consultation with a wide range of stakeholders. In 2021, ESCWA will create further opportunities for partnership and engagement with civil society and the private sector in order to bridge the knowledge implementation gap and help member States to gain access to innovation and financing.

Legislative mandates

19.15 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
68/241	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region		
69/230	Culture and sustainable development	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations		
69/307	Cross-cutting issues	74/234	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
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	74/239	South-South cooperation

Economic and Social Council resolutions and decisions

1818 (LV)	Establishment of an Economic Commission for Western Asia	2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission		
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	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
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	2019/15	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Tunis Declaration on Social Justice in the Arab Region (2014)			Beirut Consensus on Technology for Sustainable Development in the Arab Region (2018)
Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development (2016)	331 (XXX)		Comprehensive approaches to technical cooperation in response to member States' emerging needs

333 (XXX)	Adoption of the proposed amendments to the strategic framework and programme of work for the biennium 2018–2019	335 (S-VI)	Programme Plan for the Economic and Social Commission for Western Asia for 2021
334 (XXX)	Adoption of the reports of the subsidiary bodies of the Economic and Social Commission for Western Asia		

Deliverables

19.16 Table 19.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 19.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	12	15	12
1. Reports for the ESCWA ministerial session	–	–	9	–
2. Reports for the Executive Committee	12	12	6	12
Substantive services for meetings (number of three-hour meetings)	15	15	17	15
3. Meetings of the Executive Committee	8	8	4	8
4. Meetings of the ESCWA ministerial session	–	–	4	–
5. Meetings of the ESCWA Advisory Committee	2	2	2	2
6. Meetings of the regional coordination platform	2	2	2	2
7. Meeting of the expert group on developments in the Arab region	–	–	2	–
8. Meeting of the Committee for Programme and Coordination	1	1	1	1
9. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
10. Meeting of the Fifth Committee of the General Assembly	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	2
11. ESCWA annual report	1	1	1	1
12. Report on the performance of the United Nations development system in the Arab region	–	–	–	1
D. Communication deliverables				
Outreach programmes, special events and information materials: various social media platforms and 104 newsletters in Arabic and English; 4 international days and weeks, such as International Women's Day and World Environmental Day; brochures, leaflets, posters and other promotional material on ESCWA activities; 10 visual content items and videos on ESCWA activities and daily ESCWA news in English and Arabic on the Commission's website; 1 model ESCWA; briefings, lectures and awareness-raising activities with schools, universities and other visitors on the work of the United Nations and ESCWA.				
External and media relations: 2 press conferences and briefings by the Executive Secretary and other senior officials and briefings for the launch of flagship publications and major events; 10 interviews by the Executive Secretary and other senior officials; ESCWA live television broadcasting services; 50 press releases in English and Arabic on ESCWA activities; media coverage for ESCWA meetings and activities.				

Evaluation activities

19.17 The following evaluations, completed in 2019, along with the updated findings of a meta-evaluation identifying key trends and patterns, have been taken into account for the programme plan for 2021:

- (a) Subprogramme 2 on social development;
- (b) Subprogramme 5 on statistics for evidence-based policymaking.

19.18 Responding to key findings from the evaluation of subprogramme 2, ESCWA will further link its work on social development with other thematic areas to better support member States in achieving the goals of the 2030 Agenda; it will continue to develop and maintain its strategic relationships with a broad range of regional partners, including the League of Arab States; and it will implement additional projects financed through extrabudgetary funding.

19.19 Responding to key findings from the evaluation of subprogramme 5, ESCWA will continue to support member States and their statistical systems in economic, social and environmental statistics, areas in which it has a comparative advantage and helps to improve statistics in the Arab region. ESCWA will also streamline its data-related activities and harmonize data used in studies and publications across all subject-matter policy areas. The data portal of ESCWA is being updated and its aim is to serve as a reference for the United Nations system in the region. Extrabudgetary resources will be sought to supplement the core statistical activities of the subprogramme.

19.20 In 2021, ESCWA will undertake a thematic foresight self-evaluation to help it to better achieve its objectives. The aim will be to identify opportunities and challenges in the new approach to delivering results.

Programme of work

Subprogramme 1

Climate change and natural resource sustainability

Objective

19.21 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

19.22 To contribute to the advancement of climate action, the subprogramme will strengthen the engagement of member States and their capacities in building climate resilience through localized initiatives by elaborating scientific, policy and financial tools for mainstreaming climate considerations in development planning, budgeting and financing. It will provide technical assistance to facilitate access to science-based knowledge resources and support informed policymaking. It will help member States to progress towards achieving: target 1.5 of the Sustainable Development Goals by analysing strategic sectors to reduce climate vulnerability; target 2.4 by assessing the impact of climate change on agricultural productivity, ecosystems and water-related extreme climate events; target 11.5 by helping to reduce economic losses caused by water-related disasters and contributing to integrated policies for resource efficiency,

adaptation, mitigation and disaster risk reduction; and targets 13.1, 13.2 and 13.3 by strengthening resilience and adaptive capacity through integrated policy measures and informed human and institutional capacities. Main partners in this area of work are the Food and Agriculture Organization of the United Nations (FAO), IsDB, the League of Arab States, the Swedish Government, the Swedish Meteorological and Hydrological Institute, the United Nations Office for Disaster Risk Reduction, the United Nations Environment Programme (UNEP), the United Nations Framework Convention on Climate Change, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Meteorological Organization and partners in member States. This work is expected to result in strengthened capacity to pursue climate mainstreaming in development planning, and decision-making on climate commitments designed to achieve global and national development goals. Past results in this area include the generation of science-based assessments that inform development planning. Following the establishment of a hub, training and technical assistance were provided to ESCWA member States and open access to regional data on climate, water and socioeconomic vulnerability was enhanced.

19.23 To contribute to the advancement of integrated and sustainable policies in the areas of water, energy and food security, the subprogramme will strengthen institutions and provide technical assistance to member States, engage them in 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. For instance, the subprogramme will support the second joint ministerial meeting for water and agriculture to review and adopt the guidelines on water allocation for the agriculture sector in the Arab region. The subprogramme also plans to support regional reporting on and monitoring of progress in achieving the Sustainable Development Goals in an integrated manner, by tracking progress on Goals 2 (food security) and 7 (energy for all), and to contribute to the achievement of: target 6.5 on integrated water resources management at all levels, including through transboundary water cooperation and greater focus on groundwater resources; target 12.2 by promoting sustainable production and consumption patterns through the more efficient use of natural resources; and targets 12.3 and 12.5 by reducing food loss and waste. The main partners in this area of work are: the American University of Beirut, the Arab Forum for Environment and Development, the Arab Institute for Training and Research in Statistics, the International Energy Agency, the International Renewable Energy Agency, FAO, IsDB, the League of Arab States, the Swedish Government, UNEP, the United Nations Statistics Division, other United Nations regional commissions, the World Bank and national institutions in member States. The sustainable solutions developed and promoted by ESCWA and its partners relating to natural resources are expected to result in more efficient water use, higher agricultural productivity and improved energy efficiency in the building sector. Past results in these areas include the establishment of a joint ministerial council of agriculture and water ministers in the Arab region, the adoption of an Arab food security monitoring framework and the formulation of financial instruments for scaling up the implementation of energy efficiency programmes in the Arab region.

Planned result for 2021: cross-sectoral policies for improved water and food security under changing climate conditions in the Arab region

19.24 Climate change is likely to increase pressure on already scarce water resources, leading to further stress on the agriculture sector, which relies heavily on the availability of water. Some Arab countries already suffer from food insecurity and the prevalence of undernourishment has recently increased owing to multidimensional

factors, including drought and floods. The subprogramme has been working on supporting cooperation between the agriculture and water sectors in the Arab region, contributing to coherent policies that enhance food security and build the resilience and sustainability of agricultural practices under changing climate conditions. Since 2016, the subprogramme has built the capacity of member States to improve access to and use of regional climate data, which is generated under the auspices of the Arab Centre for Climate Change Policy, to inform agricultural productivity assessments and improve water use efficiency, in particular with regard to irrigation practices. The subprogramme has built the capacity of member States in energy efficiency and renewable energy and has also facilitated the transfer of new agricultural technology.

Internal challenge and response

19.25 The challenge for the subprogramme was that its support to Governments in the region was mainly focused on improving agricultural production and productivity and enhancing water use efficiency and institutional governance. It did not sufficiently focus on encouraging cross-sectoral dialogue or on supporting the organization of joint meetings of senior officials responsible for the water and agriculture sectors and groundwater resource management, which is particularly challenging as the latter is an invisible resource. In response, within the framework of the Arab Centre on Climate Change Policies, the subprogramme has been providing a platform for dialogue, coordination and cooperation. Water use efficiency and water management challenges, specifically in the agriculture sector and with regard to groundwater resources, will be addressed, along with the tracking and analysis of food security in the region. To do so, the subprogramme will conduct national training workshops on the use of the AquaCrop model and the regional framework for monitoring food security developed by ESCWA and endorsed by the Executive Council of the Arab Organization for Agricultural Development in March 2019. Information generated by using those tools will inform dialogue and exchanges across the water and agricultural sectors at the regional and national levels, and support the formulation of cross-sectoral policies designed to enhance the resilience and sustainability of the agriculture sector in the light of climate change challenges

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

19.26 This work is expected to contribute to the advancement of integrated and sustainable policies in the areas of water, energy and food security, which would be demonstrated by an increase in the number of ministerial resolutions on coordination between the agriculture and water sectors for improving food and water security in the Arab region (from one resolution adopted in 2019 to two additional resolutions in 2021). In addition, the number of assessment reports on water resources management for efficient crop production prepared by officials from ministries in charge of water and agriculture or by research centres affiliated with those ministries would increase from 9 in 2019 to 13 by 2021.

Table 19.2
Performance measure

2017	2018	2019	2020	2021
• N/A	• N/A	• 1 resolution on coordination between the agriculture and water sectors is		• 2 additional ministerial resolutions on coordination between the

2017	2018	2019	2020	2021
		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, FAO and ESCWA		agriculture and water sectors are adopted
		<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Abbreviations: N/A, not applicable; 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

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

General Assembly resolutions

68/211	International Strategy for Disaster Reduction	73/226	Midterm comprehensive review of the implementation of the International Decade for Action “Water for Sustainable Development”, 2018–2028
68/217	Sustainable mountain development		
69/215	International Decade for Action, “Water for Life”, 2005–2015, and further efforts to achieve the sustainable development of water resources	74/215	Agricultural technology for sustainable development
		74/218	Disaster risk reduction
69/225	Promotion of new and renewable sources of energy	74/219	Protection of global climate for present and future generations of humankind
71/222	International Decade for Action, “Water for Sustainable Development,” 2018–2028.	74/220	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
72/178	The human rights to safe drinking water and sanitation		
72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all	74/221	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
72/242	Impact of rapid technological change on the achievement of the Sustainable Development Goals	74/222	Report of the United Nations Environment Assembly of the United Nations Environment Programme

74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all	74/242	Agriculture development, food security and nutrition
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Economic and Social Council resolutions and decisions

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 of 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

19.28 Table 19.3 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.3

Subprogramme 1: deliverables for 2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)				12
1. Documents for the Committee on Energy				6
2. Documents for the Committee on Water Resources				6
Substantive services for meetings (number of three-hour meetings)				60
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. Session of the Arab Ministerial Water Council and the meeting of its Technical, Scientific and Advisory Committee				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
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
9. Meetings of standing and ad hoc expert groups on climate change; green technology adaptation; the circular economy; water security and resource management; agriculture and food security; energy management; and other issues relating to the management of natural resources for sustainable development				22

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				2
10. Regional initiative for small-scale renewable energy applications in the Arab region				1
11. Arab Centre for Climate Change Policies				1
Publications (number of publications)				2
12. Publications on climate change and natural resource management				2
Technical materials (number of materials)				3
13. Materials on climate change and natural resource management				3
C. Substantive deliverables				
Databases and substantive digital materials: Regional Knowledge Hub on Climate Change.				
D. Communication deliverables				
Outreach programmes, special events and information materials: seven fact sheets and booklets on climate change; green technology adaptation; the circular economy; water security and resource management; agriculture and food security; energy management; other issues relating to the management of natural resources for sustainable development in the Arab region; and substantive servicing of the International Forum on Energy for Development.				

Subprogramme 2

Gender justice, population and inclusive development

Objective

19.29 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

19.30 To contribute to the achievement of equitable and inclusive social development and reducing inequality, the subprogramme will support member States in assessing and addressing the specific needs and aspirations of different social groups, particularly the most marginalised and discriminated against, and encourage the active participation by all in policymaking processes. It will support the development and implementation of legislation and national strategies, programmes, policies and processes that are responsive, coherent and ensure the full inclusion of vulnerable groups such as women, youth, older persons, migrants and persons with disabilities. The subprogramme plans to empower young people through the creation of a social entrepreneurship incubator and build their capacity to develop and implement social entrepreneurship projects and collaboration between youth-led organizations and governments. Based on the evaluation recommendations, the subprogramme will 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). It will promote South-South cooperation and facilitate policy dialogue through the Commission's

intergovernmental committees, their subcommittees and technical working groups, such as the working group on gender and the Sustainable Development Goals, and the intersessional groups of experts on social protection and on disability. The subprogramme will build on its wide range of partnerships and strengthen collaboration with relevant United Nations agencies, funds and programmes and regional organizations to address gender inequality, violence against women, gender justice and the women and peace and security agenda (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Population Fund), the implementation in the Arab region of the Global Compact for Safe, Orderly and Regular Migration (International Organization for Migration), the implementation of the Arab Strategy for Housing and Sustainable Urban Development 2030 (United Nations Human Settlements Programme (UN-Habitat)), as well as social protection reform and disability inclusion (the World Bank, the regional United Nations Sustainable Development Goals working group on social protection, OECD, the European Union, the Office of the United Nations High Commissioner for Human Rights, the World Health Organization, academia and the League of Arab States). This work is expected to result in the increased capacity of member States to address structural inequality between social groups and enhanced avenues for the participation of marginalized groups in order to leave no one behind. Past results in these areas include the first regional report on *Social Protection Reform in Arab Countries* (2019) and the first regional and comparable compilation of disability statistics, *Disability in the Arab Region* (2018), which serve as the basis for sound intergovernmental collaboration among Arab countries, facilitate South-South cooperation and improve individual country approaches to social protection reform.

19.31 To contribute to the reduction of poverty and unemployment, in line with the principle of leaving no one behind, the subprogramme will, in partnership with the League of Arab States, the United Nations Children's Fund and the Oxford Poverty and Human Development Initiative, build consensus on a revised methodology for measuring multidimensional poverty that takes into account socioeconomic and political factors, as well as the governance structure of the countries in the region (Sustainable Development Goal 1). In addition, the subprogramme will partner with the International Labour Organization to further examine the future of work agenda and its implications for various social groups and critical employability criteria and to promote new opportunities for the creation of decent work in diversified and sustained sectors (Sustainable Development Goal 8). To supplement this work, the subprogramme will build a network of regional and national governmental and non-governmental actors to provide a platform for exchange and knowledge dissemination on national support programmes for small and medium-sized enterprises and best practice initiatives to stimulate the establishment and growth of small and medium-sized enterprises and, as a result, job creation. This work is expected to result in more targeted poverty alleviation strategies and an informed exchange among public and private actors to create equitable and innovative labour markets that offer decent and productive work for all. Past results in these areas include the development of an Arab multidimensional poverty index, which was adopted by the Council of Arab Ministers for Social Affairs and at the Arab Economic and Social Development Summit in January 2019, demonstrating an increased interest on the part of member States in exploring the impact of multidimensional poverty measures on their policymaking. That was reflected in the adoption by a number of countries of multidimensional poverty as the basis for their national poverty reduction strategies.

Planned result for 2021: employment perspectives for vulnerable groups in the Arab region

19.32 Small and medium-sized enterprises create employment for rural and urban populations, diversify economies and support growth. In the Arab region, they employ half of the labour force and represent 96 per cent of registered companies. With the aim of enabling such enterprises to grow and sustain their operations, the subprogramme has developed a digital enabling portal for the Arab region to provide small and medium-sized enterprises with a support map and online knowledge support ecosystem relating to development. The Commission made considerable efforts to map the available services to small and medium-sized enterprises and identify the gaps that need to be addressed to ensure that they are properly supported.

Internal challenge and response

19.33 The challenge for the subprogramme has been that few programmes or initiatives supporting small and medium-sized enterprises in the region had a focus on business-to-business mentoring. Moreover, they overlooked aspects of employment creation, did not sufficiently address the role of government in providing incentives to such enterprises and rarely offered support in Arabic. The Commission will follow a two-tiered approach and encourage cooperation between the different actors, bringing them together in a regional network for consensus-building, ensuring that actors complement and support each other by supporting peer learning and exploring the opportunity benefits of such cooperation. The subprogramme will also strengthen national programmes in support of small and medium-sized enterprises, refocusing them on job creation, and enhance the dissemination of information on support programmes and initiatives for such enterprises. In addition, the subprogramme will provide them with information on sources of funding to stabilize and enlarge their businesses and thereby create job opportunities and a strong entrepreneurial mindset. It intends to encourage more business-to-business trade between such businesses in the region, thereby boosting interregional trade, and provide capacity-building for small and medium-sized enterprises to enhance their business operations and, as a result, contribute to the generation of employment, especially for young people and women.

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

19.34 This work is expected to contribute to the reduction of poverty and unemployment in line with the principle of leaving no one behind, which would be demonstrated by strengthened regulatory and promotion programmes in two member States and 50 small and medium-sized enterprises using the new digital portal to learn about access to existing governmental and non-governmental support programmes.

Table 19.4
Performance measure

2017	2018	2019	2020	2021
• N/A	• N/A	• Regional consultation on development of the digital enabling portal to create an inventory	• Establishment of regional small and medium-sized enterprise network among various stakeholders for	• Strengthened regulatory and promotion programmes in 2 member countries

2017	2018	2019	2020	2021
		of the needs of and support programmes available to small and medium-sized enterprises	dialogue, consensus- building and sharing best practices • Development of the digital enabling portal to support small and medium-sized enterprises in the Arab region	• 50 small and medium-sized enterprises are using the digital enabling portal to learn about access to existing governmental and non-governmental support programmes

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

66/130	Women and political participation	69/236	World Survey on the Role of Women in Development
66/131	Convention on the Elimination of All Forms of Discrimination against Women	72/144	Follow-up to the Second World Assembly on Ageing
66/285	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies	72/233	Implementation of the Second United Nations Decade for the Eradication of Poverty (2008–2017)
67/144	Intensification of efforts to eliminate all forms of violence against women	74/120	Promoting social integration through social inclusion
68/133	Cooperatives in social development	74/121	Policies and programmes involving youth
68/137	Violence against women migrant workers	74/122	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/139	Improvement of the situation of women in rural areas		
68/143	Assistance to refugees, returnees and displaced persons in Africa	74/125	Follow-up to the Second World Assembly on Ageing
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	74/126	Improvement of the situation of women and girls in rural areas
		74/127	Violence against women migrant workers
68/191	Taking action against gender-related killing of 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
68/227	Women in development		
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	74/134	The girl child
		74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	74/148	Protection of migrants
69/149	Trafficking in women and girls	74/235	Women in development
69/229	International migration and development	74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development

74/253 Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system

Economic and Social Council resolutions and decisions

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	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
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2018/9	Twenty-fifth anniversary of the Fourth World Conference on Women
2015/3	Social dimensions of the New Partnership for Africa's Development	2018/10	Situation of and assistance to Palestinian women
2015/4	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the post-2015 development agenda	2019/2	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/6	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
2015/10	2020 World Population and Housing Census Programme	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2015/21	Taking action against gender-related killing of women and girls	2019/28	Situation of and assistance to Palestinian women
2016/3	Multi-year programme of work of the Commission on the Status of Women		

Economic and Social Commission for Western Asia declaration 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)	304 (XXVII)	The role of participation and social justice in achieving sustainable development
286 (XXV)	Gender statistics for equality and empowerment of women		

Security Council resolutions

1325 (2000) Women and Peace and Security

Deliverables

19.36 Table 19.5 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.5

Subprogramme 2: deliverables for 2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)				12
1. Documents for the Committee on Women				6
2. Documents for the Committee on Social Development				6
Substantive services for meetings (number of three-hour meetings)				42
3. Meeting of the Committee on Social Development				4
4. Meeting 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 and other social issues				32
6. Gender discussion series				2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				2
7. Support for women refugees from the Syrian Arab Republic and vulnerable women and girls in host communities				1
8. Security Council resolution 1325 at 20: Towards a renewed engagement with the women and peace and security agenda in the Arab region				1
Publications (number of publications)				5
9. Publications on women's rights; social protection; poverty; inequality; the future of work; and migration				5
Technical materials (number of materials)				13
10. Technical materials, briefs and bulletins on women's rights; social protection; poverty; inequality; the future of work; and migration				13
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the board of the Arab strategy for housing and sustainable urban development 2030; advice to the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities; advice during the 2021 session of the Commission for Social Development; advice to the Arab Forum for Sustainable Development; advice during global and regional events on the implementation and review of and follow-up to the 2030 Agenda for Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: three side events during the 2021 session of the Commission on the Status of Women; campaign and promotional material and closing ceremony on the 16 days of activism on gender-based violence to promote best practices; event on gender justice; events, campaigns and promotional materials on International Women's Day; materials on violence against women; a youth art competition 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

19.37 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 for Sustainable Development.

Strategy

19.38 To contribute to the achievement of equitable economic growth, the subprogramme will provide assistance to member States with the monitoring, analysis and forecasting of macroeconomic and social variables to demonstrate the implications of national strategies, programmes and policies on economic growth and on the achievement by member States of the Sustainable Development Goals. It will provide advisory services and capacity-building on best practices for the allocation of resources, mainstreaming the Sustainable Development Goals and mitigating economic structural challenges. Moreover, the subprogramme plans to expand its support for member States in monitoring their public social expenditure by providing comprehensive mechanisms and user-friendly methodological tools, such as the social expenditure data portal, to analyse fiscal policy choices and their connections to social expenditure. This is expected to result in fiscal policies that are connected to economic diversification, social development and the Sustainable Development Goals, while ensuring macroeconomic stability. Past results in these areas include the development and successful roll-out of modelling tools to support government decision-making and negotiation processes on energy subsidy reform programmes, triggering a decision in favour of pro-poor subsidies.

19.39 To contribute to the amplification of regional interconnectedness and integration, the subprogramme will provide advice and capacity-building on member States' compliance with trade agreements to which they are parties and to negotiate the terms of and access to new trade agreements, intra-Arab and globally, such as the Arab Customs Union, the Deep and Complete 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, it plans to create a virtual help desk to accelerate negotiations and South-South exchange among member States and to engage the private sector and civil society in the negotiation process. It will focus on improving its prototype platform to monitor and evaluate Arab economic integration linked to productive economic and service sectors, making use of key performance indicators, indices and policies. Building on existing geographic information systems (GIS) for transport networks and facilities in the Arab region, the subprogramme will use the tool to assess and compare transport performance and transport connectivity between countries, within the region and with the rest of the world. The subprogramme will help member States, in the interest of improving road safety, to identify the riskiest roads in the region, achieve their transport-related Sustainable Development Goals (3, 9 and 11), facilitate their access to the United Nations Road Safety Fund and improve logistic performance through the implementation of international agreements, such as the Trade Facilitation Agreement. This work is expected to result in greater human and institutional capacity in Arab Governments to design and implement sound trade, logistics and transport policies that increase connectivity and contribute to economic growth and prosperity. Past results in this area include an improved understanding by member States of the underlying reasons for intra- and extraregional trade performance and options and solutions to improve the situation with analytical support provided by ESCWA.

19.40 To contribute to the effective implementation of the Addis Ababa Action Agenda in support of the 2030 Agenda, the subprogramme will monitor and assess progress in advancing financing for development outcomes and ensure that the

financing for development agenda serves as a key means of implementing the 2030 Agenda. It will further develop the Arab financing for development scorecard as a regional toolbox for assessing prime direct cross-border financing flows and indirect financing opportunity costs and identifying implementation gaps, obstacles and challenges, with a view to providing policy recommendations on new and emerging issues. In tandem, the subprogramme will spearhead pilot and country-tailored support anchored on development finance assessment frameworks to help member States to map the financing landscape and mobilize the resources needed to finance sustainable development. Those frameworks will provide the basis for outreach strategies and serve as a multidisciplinary tool to disseminate knowledge through a dedicated electronic interface (financing for development gateway) covering: fiscal policy adjustments and equalization; improved taxation policy and administration; domestic resource mobilization; enhanced international and domestic private finance; the reinvigoration of international development cooperation; the bolstering of trade capacity as a means of financing development; and debt sustainability analysis to ensure that debt financing remains a viable option for financing development. This work is expected to result in the provision of nationally tailored support for the implementation of national development plans and related targets in line with the 2030 Agenda. Past results in this area include the first high-level conference on financing sustainable development, which was held in 2019 and which led to the adoption of the Beirut Consensus on Financing for Development as the common Arab position on related issues, and the articulation of a region-wide road map for curbing illicit financial flows, which was adopted by the first session of the Committee on Financing for Development.

Planned result for 2021: social expenditure priorities in coherence with macro fiscal policy

19.41 Targeting public expenditure at social development priorities and macro fiscal sustainability is a challenge for the region, given that public budgets are pressed owing to high and rising debt, low oil revenues and the need to meet the growing aspirations of citizens in the context of the Sustainable Development Goals. The subprogramme has been analysing macro fiscal policies in the region to identify opportunities for reallocating domestic resources to sectors in support of the 2030 Agenda. The findings of a series of working papers and publications underscored the fact that fiscal policy choices need to take into account the setting of fiscal rules to enhance social expenditure and reduce inequality while also achieving fiscal sustainability.

Internal challenge and response

19.42 The challenge for the subprogramme was to develop a comprehensive mechanism for monitoring public social expenditure in support of the budgeting and fiscal policy choices of member States and linking it to macroeconomic policy coherence. In response, the subprogramme embarked on a comprehensive mapping exercise of public social expenditure in areas including education, health and nutrition, housing and community amenities, labour market interventions and employment generation, social protection and food security, arts, culture and sports, and environmental protection. In 2020 and 2021, ESCWA will conduct national workshops in Tunisia and Jordan with a view to improving the reallocation of resources in budget decision-making for 2021 to social investments with the potential to improve both fiscal balances and social welfare in the medium- to long-term. The subprogramme also started working with an additional three member States to adapt the social expenditure monitor to their national context.

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

19.43 This work is expected to contribute to the achievement of equitable economic growth, which would be demonstrated by the establishment of the social expenditure monitor to inform changes in rebalancing social expenditure priorities in coherence with macro fiscal policy in two member States.

Table 19.6

Performance measure

2017	2018	2019	2020	2021
No comprehensive analysis of social expenditure in relation to beneficiaries and purpose	No comprehensive analysis of social expenditure in relation to beneficiaries and purpose	A common social expenditure monitor developed for the Arab region	Social expenditure monitor established for 2 member States linked to its budget	Social expenditure monitor informs changes in rebalancing social expenditures across priorities between 2021 and 2022 budgets in 2 member States

Legislative mandates

19.44 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	74/201 74/202	International trade and development International financial system and development
69/227	Towards a New International Economic Order	74/203	External debt sustainability and development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/205 74/206	Financial inclusion for sustainable development Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
72/167	The right to development	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
72/208	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development	74/231	Development cooperation with middle-income countries
72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals	74/236 74/237	Human resources development Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
72/267	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		
72/271	Improving global road safety		

Economic and Social Council resolutions and decisions

2019/30	Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development
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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	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
296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals	332 (XXX)	Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries		
308 (XXVII)	The regional dimension of development		

Deliverables for 2021

19.45 Table 19.7 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.7

Subprogramme 3: deliverables for 2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)				18
1. Documents for the Committee on Trade Policies				6
2. Documents for the Committee on Transport and Logistics				6
3. Documents for the Committee on Financing Development				6
Substantive services for meetings (number of three-hour meetings)				32
4. Meetings of the Committee on Trade Policies				4
5. Meetings of the Committee on Transport and Logistics				4
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
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				1
8. National Agenda for the Future of Syria – Phase II				1
Publications (number of publications)				3
9. Publications on issues relating to economic development				3
Technical materials (number of materials)				18
10. Technical materials, briefs and reports 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 related to economic development				18

Subprogramme 4

Statistics, the information society and technology

Objective

19.46 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

19.47 To contribute to the strengthening of the development of official statistical frameworks, the subprogramme will help member States to establish national statistics strategies and to produce data and indicators with a focus on the 2030 Agenda for Sustainable Development. It will promote the use of official statistics to monitor and follow up on the implementation of the 2030 Agenda, while increasing the use of non-traditional data sources and technology in data collection, and link statistical and geospatial information to leverage existing data sources for policymaking. The subprogramme will also promote the institutional setup at the national level in line with the Fundamental Principles of Official Statistics (General Assembly resolution [68/261](#)). To define the strategic direction of and adjust the statistical work programmes to the needs of the Arab region, the subprogramme will utilize the established intergovernmental mechanism consisting of the technical advisory groups on economic statistics and on demographic and social statistics, the inter-agency and expert groups on gender statistics and disability statistics and the Statistical Committee. Furthermore, these mechanisms will maintain networks of statistical experts to boost the impact of statistical capacity development and effectiveness of data collection. This work is expected to result in strengthened coherence and coordination of statistical activities by member States, in cooperation with regional statistical agencies, to cover the data needs of the 2030 Agenda based on the national statistical frameworks. Past results in these areas include progress in the integration of statistical and geospatial information in population census and household survey frameworks, as evidenced by the use of tablets and mobile devices for new censuses and surveys with methodological and technical assistance from ESCWA. Three countries benefited from ESCWA assistance in assessing their national statistical systems and developing national strategies for developing statistics focused on the 2030 Agenda.

19.48 To contribute to improving the quality and availability of statistics, and to respond to the evaluation recommendation that calls for the subprogramme to continue to support member States and their statistical systems, the subprogramme will provide technical support on the production of harmonized official statistics on demographic, social, economic, environmental and cross-cutting subjects, including through electronic data collection, the geospatial dimension, the use of administrative registers and records (including civil and business registers and other available sources), and assist national statistical systems in the implementation of international statistical standards. In addition, it will maintain the ESCWA Statistical Information System, which contains a metadata repository consisting of global and local definitions in Arabic and English. The subprogramme will automate the update of the system's content to serve as a foundation for the web-based Arab Data Hub for the United Nations system. In doing so, the subprogramme will further collect harmonized core sets of statistical indicators, including those that are relevant to the Sustainable Development Goals, from traditional and non-traditional sources. This work is expected to result in greater

compliance with international statistical standards, recommendations leading to more consistent data about the region and more effective use of statistics in policymaking. Past results in these areas include the implementation by the majority of ESCWA countries, with the Commission's assistance, of important international standards (such as the core framework of the 2008 System of National Accounts, the System of Environment Economic Accounting, the International Trade Classification and guidelines for gender statistics and for disability statistics). The 2008 System of National Accounts, for example, was implemented in all ESCWA member States thanks to the Commission's intensive efforts to develop capacity.

19.49 In implementing its programme of work on statistics, the subprogramme will coordinate and cooperate closely with the Department of Economic and Social Affairs, regional commissions, other statistical functions within the United Nations System, the World Bank, the International Monetary Fund (IMF), the European Union, OECD and Arab regional statistical institutions.

19.50 To contribute to the advancement of the information society by accelerating the integration of technology and innovation for sustainable development, the subprogramme will provide policy advice to member States on the strategic use of frontier technologies and improve the national and regional technology and innovation ecosystems in the Arab region. The subprogramme will build the capacity of member States to develop innovation and technology policies and strategies at the national and sectoral levels and will provide advice on the legal and regulatory aspects thereof. Its knowledge products on the role of innovation and emerging technologies will highlight best practices in addressing regional development challenges in priority sectors. The subprogramme will further connect national technology transfer offices in a regional network to better channel and coordinate ongoing technology transfer initiatives in the region, linking researchers, innovation labs and innovation policymakers in Arab countries. It will also continue to leverage the agreement of the Committee on Technology for Development to contribute to the annual multi-stakeholder forum on science technology and innovation for the Sustainable Development Goals (STI Forum) and the Commission on Science and Technology for Development, representing the positions and needs of the Arab region. To achieve the foregoing, the subprogramme will work with a multitude of United Nations agencies and regional organizations, including UNESCO, the International Telecommunication Union, the United Nations Conference on Trade and Development (UNCTAD), the United Nations University, the Department of Economic and Social Affairs, the United Nations Industrial Development Organization, the United Nations Technology Innovation Labs and the Arab League Educational, Cultural and Scientific Organization, and liaise with the inter-agency task team on science, technology and innovation for the Sustainable Development Goals. This work is expected to improve the linkages among science technology and innovation actors and thereby stimulate the development of more effective and stronger innovation and technology development programmes for the promotion of technological entrepreneurship in the Arab region and of knowledge and digital economies. Past results in this area include the establishment in eight member States of national institutions for the advancement of technology transfer, which play a pivotal role in the planning, fundraising and management of national programmes that link universities and research centres with the private sector and local community.

Planned result for 2021: a regional knowledge and data repository to strengthen government decision-making processes

19.51 The subprogramme has been working on optimizing the management and dissemination of critical information on the 2030 Agenda to support decision-making processes of member States and development actors. The abundance of

socioeconomic development indicators, analytical reports and intelligence that provide development-related national and thematic information, diagnosis and advice in support of governmental decision-makers at all levels is difficult to navigate and results in vast redundancies, and sometimes in conflicting and frequently outdated information. The subprogramme has been exploring options for offering a one-stop tool for mining data and information sources in support of decision-making processes and thereby providing assisting member States in making better informed decisions.

Internal challenge and response

19.52 The challenge for the subprogramme is that the systems required to create an integrated and smart information hub need to be developed from scratch. In response, the subprogramme will, in close consultation with the members of the Knowledge Management Task Force of the Regional Collaboration Platform, develop the Arab regional development system knowledge and data repository as the primary online platform for the provision of real-time, reliable data in a comprehensive and logical form for government decision-makers to support the implementation of the 2030 Agenda. The regional knowledge and data repository will be launched as a digital platform and resource to efficiently search, analyse, synthesize, visualize and monitor available national, regional and global development-related information, including national development plans, strategies, reports, studies, legislation, regulations, data, training and any other readily available materials that could be used to support decisions and research.

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

19.53 This work is expected to contribute to accelerating the integration of technology and innovation for sustainable development in the Arab region, which would be demonstrated by the ESCWA member States making use of the knowledge repository to inform the development of sectoral policies.

Table 19.8
Performance measure

2017	2018	2019	2020	2021
• N/A	• 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 Collaboration Platform to conceptualize the Arab regional knowledge repository	• Prototype of the knowledge repository is approved by the task force	• Deployment of the knowledge repository as a publicly accessible regional good • Number of member States using the knowledge repository to inform the development of sectoral policies

Abbreviation: N/A, not applicable.

Legislative mandates

19.54 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		Science, technology and innovation for sustainable development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	74/229	
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		Rethinking and strengthening social development in the contemporary world
2014/31	A global geodetic reference frame for sustainable development	2016/8	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2014/35	Establishment of an intergovernmental committee on technology for development in the Economic and Social Commission for Western Asia	2017/7	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing
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	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2014/241	Amendment to the rules of procedure of the United Nations Group of Experts on Geographical Names	2019/24	Science, technology and innovation for development
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	

Economic and Social Commission for Western Asia resolutions

276 (XXIV)	Strengthening statistical capacities in the ESCWA region	286 (XXV)	Gender statistics for equality and empowerment of women
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems	287 (XXV)	Strengthening statistical capacities for evidence-based policymaking

294 (XXVI)	Establishment of the ESCWA technology centre	306 (XXVII)	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field
297 (XXVI)	Arab MDG monitor for societal progress		

Deliverables

19.55 Table 19.9 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.9

Subprogramme 4: deliverables for 2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)				38
1. Meetings of the ESCWA Technology Centre Advisory Board				2
2. Meetings of the ESCWA Technology Centre Technical Committee				2
3. Meetings of the Statistical Bureau of the Statistical Committee				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
5. Meetings of the Task Force on SDG Data of the Regional Coordination Platform for the Arab States				4
6. Meetings of the Regional Committee of the United Nations Global Geospatial Information Management for the Arab States				4
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
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
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)				2
9. ESCWA Technology Centre				1
10. International Comparison Programme, including on harmonized consumer price index				1
Publications (number of publications)				4
11. Publications (including e-publications) on statistics and indicators; non-traditional data sources; national accounts; monitoring of and follow-up on the 2030 Agenda for Sustainable Development; Arab digital development; and technology and innovation for sustainable development				4
Technical materials (number of materials)				9
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 for Sustainable Development; Arab digital development; and technology and innovation for sustainable development				8

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
13. Development and testing of a methodology to identify clear and accurate baselines for national targets and relevant indicators				1
C. Substantive deliverables				
Databases and substantive digital materials: ESCWA Online Statistical Information System.				
D. Communication deliverables				
Outreach programmes, special events and information materials: semi-annual newsletter on price statistics; semi-annual newsletter on gender statistics; annual statistics newsletter.				

Abbreviations: ICT, information and communications technology; SDG, Sustainable Development Goals.

Subprogramme 5 2030 Agenda and SDG coordination

Objective

19.56 The objective, to which the subprogramme contributes, is to accelerate progress towards sustainable development in the Arab region in line with the 2030 Agenda for Sustainable Development and to advance intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues.

Strategy

19.57 To contribute to the acceleration of progress towards sustainable development in the Arab region, the subprogramme will support the alignment of national development plans with the 2030 Agenda for Sustainable Development and its principles, and advocate 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 four 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, through its forums, expert meetings and knowledge products. It will provide technical support to countries on alignment and integration, ensuring that national development plans, strategies, voluntary national reviews and other planning and reporting mechanisms are guided by the key principles of the 2030 Agenda. This work is expected to result in improved institutional coordination and evidence-based national policies and processes that reflect an understanding of the key principles of leaving no one behind, the rights-based and multi-stakeholder approach to sustainable development and a more integrated formulation of strategies and targets across Sustainable Development Goals. Past results in these areas include the broad alignment of national development plans and sector-specific strategies in a greater number of Arab countries with the Goals, as evidenced by new or reformulated long-term visions and other planning documents. Several Arab countries, such as Jordan, Iraq and the State of Palestine, have identified national policy gaps and priorities and developed action plans and monitoring tools to measure progress in addressing them, notably by adapting national indicators to Goals indicators and beginning to address data challenges. Knowledge and learning tools availability and accessibility have also been enhanced, and capacity-building modules and initiatives, such as the module entitled "Introduction

to the 2030 Agenda and its 17 Sustainable Development Goals”, were tailored to the needs of government and non-government beneficiaries. Past results in that particular area include: the exchange of experiences and lessons learned on voluntary national reviews, institutional arrangements for implementation of the 2030 Agenda and alignment of development plans between governments and a broad range of stakeholders. Since 2016, the Arab Forum for Sustainable Development has brought together an average of 250 participants annually, and the Arab countries that have undertaken a voluntary national review exercise and submitted a report to the United Nations High-level Political Forum on Sustainable Development increased from only 2 out of 22 in 2016 to 16 countries in 2019.

19.58 To contribute to the advancement of intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues, the subprogramme will improve and add platforms to strengthen consensus-building, peer learning and knowledge transfer between Arab countries. It will also build the capacity of 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 and with implementing bodies. To that end, the subprogramme will organize forums and workshops and create training opportunities for different groups of stakeholders on the 2030 Agenda. This is expected to result in an 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. Past results in this area include the establishment of a regional platform of civil society organizations on sustainable development. That platform brought together civil society organizations and networks of civil society organizations to discuss regional sustainable development challenges, unpack the principle of partnership for achieving the Sustainable Development Goals and build a common position on how to accelerate progress. The Arab Forum for Sustainable Development provided an annual opportunity for the platform to feed into larger multi-stakeholder discussions and engage with government representatives. Another result was the adoption by parliamentarians from across the Arab region of a roadmap for more effective engagement by legislative institutions with the Goals. Supported by ESCWA, UNDP and IsDB, the roadmap included national and regional-level components, and led to raised awareness among Arab parliamentarians of how their representative, legislative, budgeting and oversight functions could better serve the achievement of sustainable development.

19.59 Across all activities, the subprogramme will build on existing expertise within ESCWA on different Goals and continue to engage the League of Arab States, regional United Nations entities and United Nations country teams where relevant. It will also partner with 2030 Agenda “champions” among parliamentarians in the region, regional civil society organizations and networks and, progressively, private sector and academic networks.

Planned result for 2021: peer-learning and capacity-building for the new generation of voluntary national reviews

19.60 The 2030 Agenda for Sustainable Development has created an incentive for robust, evidence-based reporting by member States on progress made towards equitable, sustainable development. The subprogramme has been working to bring countries together to assess progress made on key regional priorities, share achievements and challenges in implementing the 2030 Agenda and build a common regional position on opportunities for and barriers to achieving the Sustainable Development Goals by 2030. Through advice and capacity-building provided to

member States, it has also raised awareness with regard to voluntary national reviews as an enabler for priority-setting, implementation and follow-up and review.

Internal challenge and response

19.61 The challenge for the subprogramme was a growing expectation among member States of more regular opportunities to exchange experiences on voluntary national reviews and learn from each other. An analysis of the reviews undertaken by the subprogramme across the Arab region identified common trends and capacity gaps and confirmed that the technical support provided to member States during the first round of the reviews was insufficient. That was corroborated by an increase in the number of requests for technical assistance at the country level and a collective call by member States for enhanced capacity-building efforts at the regional level. In response, the subprogramme will scale up its work at the country level and support the establishment of a regional community of practice on voluntary national reviews with the aim of providing access to information, knowledge exchange, peer support and capacity development. It will build on the breadth of experience across the region, past voluntary national reviews and lessons learned from countries in the Arab region and beyond, to allow practitioners to benefit from a user-friendly platform providing resources, expertise and options to drive a dynamic process of assessing progress and devising solutions to the identified bottlenecks, maximize impact and ultimately achieve national targets.

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

19.62 This work is expected to contribute to the acceleration of progress towards sustainable development in the Arab region in line with the 2030 Agenda for Sustainable Development and to the advancement of intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues, which would be demonstrated by enhanced and productive interaction between government stakeholders responsible for coordinating the voluntary national review process and preparing national Sustainable Development Goals reports. The long-term impact of the initiative will be an inclusive process that is in line with the voluntary common reporting guidelines for voluntary national reviews.

Table 19.10
Performance measure

2017	2018	2019	2020	2021
<ul style="list-style-type: none"> • Brief plenary session at the Arab Forum for Sustainable Development 	<ul style="list-style-type: none"> • Organization of a special session in addition to a high-level dialogue on voluntary national reviews and lessons learned from the process 	<ul style="list-style-type: none"> • Member States call for enhanced peer learning on voluntary national reviews during the Arab Forum for Sustainable Development, held in April 2019, and the Executive Committee meeting held in June 2019 	<ul style="list-style-type: none"> • The community of practice is launched and a web platform populated; ESCWA facilitates interaction between members of the community of practice 	<ul style="list-style-type: none"> • Enhanced and productive interaction between government stakeholders coordinating the voluntary national review process and preparing national Sustainable Development Goals reports

2017	2018	2019	2020	2021
		<ul style="list-style-type: none"> • Regional capacity building workshop on voluntary national reviews in October • Agreement among member States to establish a community of practice coordinated by ESCWA 		<ul style="list-style-type: none"> • Positive feedback on the effectiveness of the community of practice (collected through regular surveys)

Legislative mandates

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

General Assembly resolutions

69/315	Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

Economic and Social Council resolution

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
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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
322 (EC.2)	Strategy and plan of action on the 2030 Agenda on Sustainable Development		

Deliverables

19.64 Table 19.11 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.11

Subprogramme 5: deliverables for 2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)				13
1. Meetings of the Arab Forum on Sustainable Development				9
2. Meetings of standing expert groups on the 2030 Agenda				4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)				4
3. Arab Regional Parliamentary Forum on the 2030 Agenda				4
Technical materials (number of materials)				2
4. Technical papers, briefs and bulletins on sustainable development				2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the Arab Forum for Sustainable Development; advice to global and regional events on the implementation of and follow-up to the 2030 Agenda for Sustainable Development.				

Subprogramme 6

Governance and conflict prevention

Objective

19.65 The objective, to which this subprogramme contributes, is to advance just, peaceful and inclusive societies, especially for people living under occupation, in conflict or in post-conflict settings; to improve governance and strengthen effective, efficient and accountable public institutions; and to enhance service delivery.

Strategy

19.66 To contribute to the advancement of just, peaceful and inclusive societies, especially for people living under occupation, in conflict or in post-conflict settings, the subprogramme will focus on conflict prevention. It will periodically assess the impact of conflict and occupation on capacity to achieve the Sustainable Development Goals and define strategy options for an integrated approach on human development and social cohesion. The subprogramme will provide technical assistance to member States, including through knowledge transfer, institution- and capacity-building, technology-based applications and support for inclusive national dialogues. In that regard, the subprogramme will assess the risks associated with transboundary and emerging challenges due to drivers of vulnerability, including forced displacement and climate change. It will work with member States, think tanks, regional entities and academia to refine the risk assessment methodology, further fine-tuning qualitative tools and laying the groundwork for qualitative methods that support the attainment of Sustainable Development Goals targets relating to peaceful, just and inclusive societies. The subprogramme plans to advance risk planning and management within national institutions by building the capacity of civil servants and institutions. It will also develop policies and 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. This work is expected to result in the mitigation of member States' exposure to the sources and drivers of vulnerability and

enhanced conflict prevention through evidence-based risk management by policymakers. Past results in these areas include the establishment, with support from ESCWA, UNDP and the International Security and Development Center, of a working group with representatives of Egypt, Iraq, Jordan, the State of Palestine and Tunisia, that is currently developing a methodology to support, within the civil service, the interconnectedness of Goal 16 with other Goals-related targets. Bilateral discussions, a publication and an expert group meeting resulted in a proof of concept for a risk assessment framework that will support member States in improving prevention and risk management. United Nations entities (the Office for the Coordination of Humanitarian Affairs, UNDP and the Department of Political and Peacebuilding Affairs), think tanks (the Peace Research Institute Oslo and European Union Institute for Security Studies) and academia (the American University in Beirut, University College London and Uppsala University) contributed to the work.

19.67 To contribute to the improvement of governance and the strengthening of effective, efficient and accountable public institutions, the subprogramme will raise awareness and support knowledge-sharing on the interdependency between development gains and institutional quality. 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 plans to disseminate knowledge and best practices with a view to establishing a regional competition framework in line with international standards, and contribute to inclusive sustainable development through increased competitiveness, productive investments and innovation in the economies of the member States. This work is expected to result in stronger institutions in the context of Goal 16 and more robust nationally owned and led reform initiatives for fairer competition, including through the improvement of related institutional provisions. Past results in these areas include the preparation by national civil servants of post-conflict institution-building roadmaps for Libya and Yemen, supported by the subprogramme, as well as the strategic cooperation between member States and the Arab Administrative Development Organization, a special organization of the League of Arab States, in the field of public administration reform. The establishment of an annual Arab competition forum, with support from the subprogramme, UNCTAD and OECD, contributed to regional capacity-building and the regular exchange of country experiences in the areas of competition, competition policy and consumer protection.

19.68 To contribute to the enhancement of public service delivery, the subprogramme will 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. On the basis of 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. The subprogramme will coordinate its activities with other United Nations bodies, especially the Department of Economic and Social Affairs, and with international and regional organizations. This work is expected to result in an improvement in the services provided by public institutions, with enhanced performance and accountability and greater openness and transparency, and to foster the involvement of citizens in government decision-making. Past results in these areas include the formulation of national digital transformation plans and open data

strategies and initiatives in Jordan, the State of Palestine, the Sudan and the Syrian Arab Republic, and the creation of a measurement tool that has helped 12 member States to monitor their e-government services since 2018. ESCWA also worked with the Department of Economic and Social Affairs to support the launch of the 2020 e-government survey.

Planned result for 2021: public policy outcomes serve the Arab region through effective competition

19.69 Effective competition and competition policy are key enablers of sustainable economic growth, as they encourage innovation in markets and among firms, leading to efficiently priced and higher quality goods and services. In turn, consumers benefit from choice based on differentiated quality and price. Addressing anti-competitive behaviour, such as abuse of power by monopolies or collusion among firms, and enforcing competition law removes market entry barriers, thereby contributing to employment creation and entrepreneurship, as well as improving investment opportunities. The subprogramme has been working to support ESCWA member countries with advocacy and capacity-building for more efficient competition and regulation, which are crucial for achieving increased economic growth, productivity, investment and better living standards. Since 2015, the subprogramme has built an evidence base by conducting research and analysis on competition in the Arab region that led to in-depth assessments, technical cooperation and advisory services (for example, on draft legislation on competition in Lebanon and the State of Palestine). Through the regional assessment of competition policy and regulations and in-depth country case studies, the subprogramme identified opportunities for and benefits of an integrated approach towards competition-related capacity- and institution-building in support of the implementation of the 2030 Agenda for Sustainable Development. It also formalized partnerships with expert institutions in the field, namely OECD and UNCTAD, to establish a joint competition forum for the Arab region.

Internal challenge and response

19.70 The challenge for the subprogramme was that the importance of effective competition policy and consumer protection for sustainable development had not been addressed adequately. Governments and international institutions undertake separate initiatives and lack a regional platform for the exchange of knowledge or capacity-building. In response, given that the topic is gaining traction with and support from other institutions, such as the World Bank and the European Bank for Reconstruction and Development, the subprogramme will ramp up efforts and mobilize cooperative resources for member States in the field of competition policy, with a view to expanding the partnership between ESCWA, UNCTAD and OECD. It will continue to advocate a consolidation of institutional efforts to augment recognition of the importance of fair competition in public policy and for positive development outcomes by: (a) organizing the annual competition forum for the Arab region, to be hosted on a rotating basis by member States, from 2020 on; (b) implementing national competition assessments with UNCTAD and OECD; and (c) formulating and implementing dedicated projects on in such areas as the effective design of competition frameworks, competition for employment, competition and gender, competition for effective public procurement and competition as a contribution to good governance.

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

19.71 This work is expected to contribute to the improvement of governance and the strengthening of effective, efficient and accountable public institutions, which would be demonstrated by the ratification by Arab countries of a set of recommendations on competition assessment that build on OECD guidelines to reflect the development needs of the Arab region and the principles and objectives of the 2030 Agenda.

Table 19.12

Performance measure

2017	2018	2019	2020	2021
No harmonized approach to competition assessments in the Arab region	No harmonized approach to competition assessments in the Arab region	No harmonized approach to competition assessments in the Arab region	More ESCWA member States are undertaking competition assessments and working towards a set of Arab recommendations on competition assessment, supported by ESCWA, UNCTAD and OECD	Ratification by Arab countries of a set of recommendations on competition assessment that build on OECD guidelines

Legislative mandates

19.72 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	The Syrian Golan
69/327	Promoting inclusive and accountable public services for sustainable development	74/21	Follow-up to the Declaration and Programme of Action on a Culture of Peace
70/262	Review of the United Nations peacebuilding architecture	74/23	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
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	74/30	Establishment of a nuclear-weapon-free zone in the region of the Middle East
		74/77	Strengthening of security and cooperation in the Mediterranean region
		74/117	Assistance to the Palestinian people
		74/139	The right of the Palestinian people to self-determination

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

Security Council resolution

1947 (2010)	Post-conflict peacebuilding
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Deliverables

19.73 Table 19.13 lists all deliverables, by category and subcategory, for 2021 that are expected to contribute to the attainment of the objective stated above.

Table 19.13

Subprogramme 6: deliverables for 2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)				1
1. 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
Substantive services for meetings (number of three-hour meetings)				16
2. 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; mitigating the impact of occupation, policy dialogue and issues concerning sustainable development of conflict-affected countries and countries in transition				12
3. High-level meeting of the League of Arab States/Arab Administrative Development Organization/ESCWA				4
B. Generation and transfer of knowledge				
Seminars, workshops and trainings (number of days)				5
4. Training exchange platform on competition in the region				5
Publications (number of publications)				2
5. Publications on governance and conflict prevention				2

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Technical materials (number of materials)				8
6. Technical materials, briefs and reports on sustainable peace; vulnerability assessments and risk mitigation; institution building to strengthen resilience, performance and service provision; innovation in the public sector; open government; economic governance; mitigating the impact of occupation; and sustainable development of conflict-affected countries and countries in transition				8
C. Substantive deliverables				
Consultation, advice and advocacy: substantive contribution to the UNCTAD ministerial meeting and the OECD global forum on competition, organizing the annual joint Arab competition forum.				
D. Communication deliverables				
Outreach programmes, special events and information materials: side event at the substantive session of the Economic and Social Council; 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.				
Digital platforms and multimedia content: portal on open government and open data in the Arab region.				

Programme 20

Human rights

Legislative mandates

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	65/1	Keeping the promise: united to achieve the Millennium Development Goals
48/121	World Conference on Human Rights	65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
48/141	High Commissioner for the promotion and protection of all human rights	66/288	The future we want
55/2	United Nations Millennium Declaration	68/134	Follow-up to the Second World Assembly on Ageing
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance	68/165	Right to the truth
57/300; 58/269	Strengthening of the United Nations: an agenda for further change	68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
60/1	2005 World Summit Outcome		
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
61/166	Promotion of equitable and mutually respectful dialogue on human rights	70/262	Review of the United Nations peacebuilding architecture
61/295	United Nations Declaration on the Rights of Indigenous Peoples	71/189	Declaration on the Right to Peace
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	74/132	Report of the Human Rights Council

Security Council resolutions

2282 (2016)	Adopted resolution on peacebuilding architecture review
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Human Rights Council resolutions and decisions

2/102	Reports and studies of mechanisms and mandates	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
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights	30/15	Human rights and preventing and countering violent extremism
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights	34/8	Effects of terrorism on the enjoyment of all human rights
6/30	Integrating the human rights of women throughout the United Nations system	34/16	Rights of the child: protection of the rights of the child in the implementation of the 2030 Agenda for Sustainable Development
8/4	The right to education	37/19	The negative impact of corruption on the right to be free from torture and other cruel, inhuman or degrading treatment or punishment
21/7	Right to the truth		
24/35	Impact of arms transfers on human rights in armed conflicts	39/12	United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas

Programme of work

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

Objective

20.1 The objective is to advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme.

Deliverables

20.2 Table 20.1 lists all deliverables, by category and subcategory, for the period 2019-2021 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 2019-2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report to the General Assembly	1	1	1	1
2. Report to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
3. Meetings of the Human Rights Council: thematic plenary panel on human rights mainstreaming	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	5	1	2	2
4. Publications on human rights and the sustainable development agenda; and human rights and environmental perspectives	5	1	2	2
Technical materials (number of materials)	11	6	11	10
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	11	10
C. Substantive deliverables				
Consultation, advice and advocacy: 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; the integration of human rights aspects into development, humanitarian, peace and security, governance and the rule of law.				

(b) Right to development**Objective**

20.3 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development.

Deliverables

20.4 Table 20.2 lists all deliverables, by category and subcategory, for the period 2019-2021 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 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	11	11	12
1. Reports to the General Assembly	1	2	1	2
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	9	9	10	10
Substantive services for meetings (number of three-hour meetings)	20	16	28	28
3. Meetings of the Human Rights Council: Thematic plenary panels on the right to development, good governance and climate change	2	2	2	2
4. Meetings of the Social Forum	6	4	4	4
5. Meetings of the Intergovernmental Working Group on the Right to Development	12	10	10	10
6. Meetings of the Expert Mechanism on the Right to Development	–	–	12	12
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	2	2
7. Methodological tools and training material on mainstreaming the right to development	–	–	1	1
8. Research and analysis papers on mainstreaming the right to development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
D. Communication deliverables				
Outreach programmes, special events and information: 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 and national Sustainable Development Goals strategies and United Nations development frameworks.				

(c) Research and analysis**Objective**

20.5 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding in accordance with the guiding principles of this programme.

Deliverables

20.6 Table 20.3 lists all deliverables, by category and subcategory, for the period 2019-2021 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 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	53	49	52	50
1. Reports to the General Assembly	16	15	16	15
2. Reports to the Economic and Social Council	3	2	2	2
3. Reports to the Human Rights Council	34	32	34	33
Substantive services for meetings (number of three-hour meetings)	142	128	142	135
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	118	132	125
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	900	824	900	850
6. Seminars on strengthening national human rights promotion and protection capacities for stakeholders, including governmental and non-governmental actors and United Nations entities	160	176	160	150
7. Fellowship programmes on the United Nations, human rights law and skill development, for indigenous people, minorities and people of African descent	740	648	740	700
Publications (number of publications)	11	5	11	7
8. Professional training series and publications on women's rights, racial discrimination, indigenous peoples and the administration of justice, particularly transitional justice mechanisms	11	5	11	7
Technical materials (number of materials)	13	9	13	10
9. Technical materials on women's rights, racial discrimination, indigenous peoples and the administration of justice, particularly transitional justice mechanisms	13	9	13	10
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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, particularly transitional justice mechanisms.				
Library services: 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

20.7 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing support and advice to the human

rights treaty bodies, ensuring that the guiding principles of this programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors.

Deliverables

20.8 Table 20.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.4

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	867	738	854	1 021
1. Reports of the Human Rights Committee, including concluding observations and lists of issues	42	42	37	50
2. Decisions on individual communications under the First Optional Protocol to the International Covenant on Civil and Political Rights	327	134	253	329
3. Reports of the Committee on Economic, Social and Cultural Rights, including concluding observations and lists of issues	40	41	43	44
4. Decisions on individual communications under the Optional Protocol to the Covenant	5	21	7	113
5. Reports of the Committee on the Elimination of Racial Discrimination, including concluding observations and lists of themes	41	57	59	59
6. Decisions under article 11 and 14 of the International Convention on the Elimination of All Forms of Racial Discrimination	3	11	5	9
7. Reports of the Committee against Torture, including concluding observations and lists of issues	36	33	39	44
8. Decisions on individual communications under article 22 of the Convention against Torture	71	63	66	60
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	15	15	21	16
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	14	10	18	10
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	9	18	19	15
12. Reports of the Committee on the Elimination of Discrimination against Women, including concluding observations and lists of issues	67	91	104	94
13. Decisions on individual communications under article 2 of the Optional Protocol to the Convention on the Elimination of Discrimination against Women	16	19	14	16
14. Reports of the Committee on the Rights of the Child, including concluding observations on the reports of States parties under the Convention of the Rights of the Child and its Optional Protocols on the sale or children, child prostitution and child pornography and on the involvement of children in armed conflict and lists of issues	61	58	49	37
15. Decisions on individual communications under the Optional Protocol to the Convention of the Rights of the Child on a communications procedure	3	9	18	16
16. Reports of the Committee on the Rights of Persons with Disabilities, including concluding observations and lists of issues	44	56	40	37

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
17. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of Persons with Disabilities	19	9	5	16
18. Reports of the Committee on Enforced Disappearances, including concluding observations and lists of issues	23	20	22	23
19. Decisions on individual communications under article 31 of the International Convention for the Protection of All Persons from Enforced Disappearance	—	—	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	3	3	3
22. Note by the Secretary-General, election of members, curricula vitae of candidates to the meetings of States parties	4	4	6	4
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
Substantive services for meetings (number of three-hour meetings)	1 160	927	1 160	1 266
27. Meetings of the pre-sessional working groups of the Committees listed under policymaking organs and the working groups of optional protocols	150	148	150	186
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	775	1 002	1 072
29. Meetings of State parties, election of members	8	4	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	250	199	200	230
30. Projects of the United Nations Voluntary Fund for Victims of Torture	190	160	160	180
31. Projects of the United Nations voluntary trust fund on contemporary forms of slavery	50	29	30	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	10	10	10
Seminars, workshops and training events (number of days)	120	125	120	120
33. Training courses, seminars and workshops on reporting, individual communications, country visits and/or follow-up of treaty body recommendations to States parties	120	125	120	120
Technical materials (number of materials)	2	1	1	1
34. Online training on treaty reporting	1	—	—	—
35. Treaty-specific guides	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: 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.				
Databases and substantive digital materials: Update and maintenance of Universal Human Rights Index and treaty body jurisprudence databases.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 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

20.9 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme.

Deliverables

20.10 Table 20.5 lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.5

Subprogramme 3: Deliverables for the period 2019-2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	63	77	80	80
1. Reports to the General Assembly	3	13	13	13
2. Reports to the Human Rights Council	46	50	53	53
3. Reports to the General Assembly of the Special Committee to Investigate Israeli Practices	1	1	1	1
4. Reports to the Security Council on human rights situation in country	13	13	13	13
Substantive services for meetings (number of three-hour meetings)	63	73	75	87
5. Meetings of the Human Rights Council related to country mandates, technical cooperation, and commissions of inquiry and fact-finding missions	41	51	53	65
6. Meetings of the Special Committee to Investigate Israeli Practices	5	5	5	5
7. Meetings of the Sub-Committee on Accreditation of the Global Alliance of National Human Rights Institutions	2	2	2	2
8. Meetings of General Assembly	13	13	13	13
9. 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. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	100	137	183	185
10. 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 area of economic, civil, cultural, social and political rights	50	85	83	90
11. Projects on national and regional technical cooperation in the area of human rights	50	52	100	95
Seminars, workshops and training events (number of days)	161	182	178	202
12. Seminars, workshops, and trainings events on various human rights themes for Governments, national human rights institutions and civil society	136	140	150	160
13. 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	25	42	28	42

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
C. Substantive deliverables				
Consultation, advice and advocacy: Consultations on human rights by the 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, investigation missions and commissions of inquiry established and supported; technical support, substantive and secretariat services for country-specific missions.				
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

20.11 The objective is to advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the Advisory Committee, the special procedures, the universal periodic review and the complaint procedure.

Deliverables

20.12 Table 20.6 lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 20.6
Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	329	326	323	323
1. Reports of the Special Rapporteurs, Working Groups, and Independent Experts to the General Assembly	37	39	37	37
2. Reports of the Special Rapporteurs, Working Groups, and Independent Experts and special procedures to the Human Rights Council	133	122	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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
5. Reports of the Working Group on the Universal Periodic Review to the Human Rights Council	42	42	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	1	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	2	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	9	9	9
9. Reports of the working groups of the complaint procedure	4	4	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	11	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	3	3	3
14. Reports of the Human Rights Council (stand-alone reports at each session)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	449	465	434	437
15. Plenary meetings of the Human Rights Council	100	150	103	100
16. Meetings on the review of States undertaken by the Working Group on the Universal Periodic Review mechanism	54	54	54	54
17. Special sessions of the Human Rights Council	20	—	2	2
18. Pre-session, in-session and post-session meetings of the Bureau of the Human Rights Council	20	12	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	32	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, 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	167	173
22. Meetings of the Consultative Group for the appointment of holders of special procedures mandates	24	28	24	24
23. Plenary meetings of the Human Rights Council Advisory Committee	20	15	20	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)	15	15	15	15
24. Statistical report on the Human Rights Council	3	3	3	3
25. Monthly lists of communications	12	12	12	12
C. Substantive deliverables				
Consultation, advice and advocacy: Consultations and events held in parallel with the sessions of the Human Rights Council with members and observers of the Human Rights Council; briefings to Member States and United Nations entities on procedural issues relating to the Human Rights 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 Human Rights 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.				
D. Communication deliverables				
External and media relations: Press releases on the work of the Human Rights Council and its subsidiary bodies and mechanisms.				
Digital platforms and multimedia content: Update and maintenance of Internet, extranet and intranet web pages on the work of the Human Rights Council and its subsidiary bodies and mechanisms.				

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 solutions to their plight. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 319A (IV), by which the Assembly established the Office, and resolution 428 (V), which sets out its statute. In addition, the mandate of the High Commissioner is embedded in international law, in particular international treaty law, notably 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 articles 11 and 20 of the Convention on the Reduction of Statelessness, of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various General Assembly resolutions. It 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 2019 are not yet available, the total population of concern to UNHCR was approaching an estimated 79.4 million at the end of 2019. This represents an increase compared with 2018, when the total population of concern was 74.8 million. In 2021, the number of persons of concern will depend on the resolution of or increase in the number of conflicts.

21.3 In support of States, UNHCR will work closely with intergovernmental organizations, international organizations and national and international non-governmental organizations in implementing the programme. It is committed to the principle of participation of persons of concern, believing that refugees and others who benefit from the programme's activities should be consulted regarding decisions which affect their lives. The Office will seek opportunities to resolve complex and protracted displacement situations that require comprehensive, and often regional, approaches through voluntary return and, where appropriate and feasible, through local integration and resettlement. UNHCR will also work with partners to ensure that durable solutions to displacement form part of broader development and peacebuilding agendas. The programme will also include expanding the availability and impact of educational opportunities for people of concern (refugees, asylum seekers, returnees, and stateless and internally displaced persons), facilitating access to and inclusion in formal economies and developing holistic settlements, which is expected to further improve the living conditions and protection of and solutions for persons of concern.

21.4 Since the adoption of the global compact on refugees, UNHCR has begun to assess the skills, capacities and new ways of working needed to deliver protection and assistance to refugees and displaced communities. The compact has the potential to transform the way the international community responds to refugee movements. The first Global Refugee Forum, held in December 2019, offered a unique opportunity to showcase, and further galvanize, innovative and tangible ways to support the countries affected by large and protracted refugee situations, applying the principles of solidarity

and equitable burden- and responsibility-sharing in practice, and build opportunities for millions of uprooted people and host communities worldwide.

21.5 The Office will pursue its path of the organizational reform in order to be able to implement its 2017–2021 strategic directions in a more effective, efficient and accountable manner. The reform was implemented in tandem with a revision of the systems and processes of UNHCR to ensure that regions and operations benefit from greater delegation of authority, together with clearly articulated accountabilities, while increasing their ability to operate in a flexible manner in complex operational environments. A range of measures were under way at the end of 2019 to ensure that the new regional bureaux were fully staffed and operational by January 2020, with improved systems, processes and technical capacity to support a new and decentralized way of working. To ensure the success of the reform, targeted initiatives were organized to make sure the workforce of UNHCR was fully up to date on the organization's code of conduct and other important policies.

21.6 While the resettlement landscape has witnessed important progress during the past few years, less than 5 per cent of the 1.4 million refugees considered by UNHCR to be in need were resettled in 2019. Simultaneously, although there have been efforts to increase opportunities for complementary pathways for refugees, their potential to offer solutions on the scale that today's context demands has not been fully realized. The new three-year strategy for the period 2019–2021 on resettlement and complementary pathways is aimed at helping to address these challenges.

21.7 The challenges associated with climate change and environmental degradation continue to affect the operations of UNHCR and the assistance it provides to vulnerable populations of concern across the globe. In the coming period, the Office will continue, according to its mandate, to explore and seek to highlight the relevant legal frameworks and protection gaps that may result from displacement affected or aggravated by the adverse effect of disasters and climate change. It will help steer the legal and normative debate and support Governments to provide protection-based responses, where appropriate. At the same time, UNHCR will continue to reduce the environmental impact of refugee crises through the use of renewable energy, reforestation projects and the promotion of clean fuels and technology for cooking, guided by the Office's global strategy for sustainable energy for the period 2019–2024, as well as the environmental policy for the United Nations Secretariat ([ST/SGB/2019/7](#)).

21.8 UNHCR will remain actively engaged in the Inter-Agency Standing Committee, including the work of the Emergency Directors Group, which provides concrete support to operations, and the Operational Policy and Advocacy Group, which drives the Committee's strategic policy work. 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 not only strengthening existing partnerships, but also pursuing new ones that can help foster innovative approaches to protection and assistance. Practicing "new ways of working", particularly through strengthened humanitarian development cooperation, will remain an area of focus in 2021.

21.9 The impetus for the internal change process of UNHCR has been driven, in part, by developments in a rapidly evolving international context in which the need for a more comprehensive, predictable and equitable international response to large refugee movements has become clear. The change process is designed to better position the Office to protect and assist populations of concern, work with others to promote solutions, address future challenges and take advantage of emerging opportunities. The transformation encompasses multiple areas of work across the following eight pillars: (a) decentralization and regionalization; (b) results-based

management; (c) people management and human resources; (d) data and digitalization; (e) United Nations reform; (f) business processes and systems; (g) risk management; and (h) the global compact on refugees.

Objective

21.10 The objective, to which this 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, gender and diversity into consideration.

Strategy

21.11 To contribute to ensuring 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, gender and diversity into consideration, the Office will encourage States to ensure the protection of refugees and others of concern in accordance with the Convention relating to the Status of Refugees, of 1951, and the Protocol thereto, of 1967, as well as to regional refugee instruments and complementary forms of protection, including on the basis of human rights law. The 1951 Convention, together with the 1967 Protocol and regional instruments, has continued to demonstrate its relevance in ensuring international protection for persons fleeing a wide range of sociopolitical crises. UNHCR intervened in 22 court cases in 12 different jurisdictions in 2018 to support the full and effective application of the 1951 Convention and other relevant instruments. The Office will continue to issue protection considerations, eligibility guidelines and positions like it did for South Sudan (April 2019), Iraq and the Bolivarian Republic of Venezuela (May 2019). UNHCR urged States to take into account the progressive development of international human rights law in interpreting and applying relevant refugee instruments.

21.12 It will also continue to promote proper reception conditions, the fair treatment of protection claims and international cooperation on sharing responsibility. Ensuring adequate reception arrangements remains a challenge for the States receiving large numbers of new arrivals. UNHCR will continue to work with national and local authorities to strengthen and expand reception facilities, support alternatives to camps and transition accommodation and cash programmes to national institutions, as appropriate. UNHCR welcomed ongoing efforts by some States to end the detention of refugees and asylum seekers or to pilot alternatives to detention, in line with the Beyond Detention strategy of UNHCR. The promotion and dissemination of refugee law and protection principles, in particular through the training of government officials and staff of non-governmental agencies, will be another means of achieving the stated objective. The Office will continue to build partnerships and promote collaboration on refugee protection within the framework of the refugee coordination model. It will promote the protection of internally displaced persons and its engagement will be based on the relevant General Assembly resolution, namely resolution [70/165](#), on the protection of and assistance to internally displaced persons, and undertaken in close collaboration with other entities and agencies concerned. The Office will continue to advocate for the prevention and reduction of statelessness, as well as the protection of stateless persons, by promoting the accession by States to the relevant international instruments and working with States to facilitate the acquisition, reacquisition or confirmation of nationality by stateless persons, which is expected to result in some 100,000 individuals acquiring nationality or having it confirmed.

21.13 Furthermore, the Office, supported by Member States, seeks to contribute to the objectives of the 2030 Agenda for Sustainable Development. For example, in support of Sustainable Development Goal 4 on education, the programme will work to promote equitable and sustainable inclusion in national educational systems of people of concern through partnership, collaborative learning, capacity development, innovation, evidence and growth, including through *Refugee Education 2030: A Strategy for Refugee Inclusion*. This is intended to provide inspiration and guidance for a wide spectrum of stakeholders, which is expected to result in the inclusion of refugee children in equitable quality education. Past results in this area include improved enrolment rates of primary school-age refugee children, with the percentage enrolled rising to 61 per cent in 2018. UNHCR facilitated this improvement through the recruitment and training of teachers, the construction and rehabilitation of classrooms and the payment of school fees and allowances to refugee children to allow them to enrol and remain in primary school throughout the year.

External factors for 2021

21.14 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) Security conditions in the affected countries will allow UNHCR to carry out its programmes, despite increasing risks linked to the presence of armed groups and violence against humanitarian workers, and humanitarian access will be ensured, enabling the Office to respond to the most urgent protection and assistance needs;

(b) Continued ownership by the international community and the willingness of States and relevant stakeholders will 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 in voluntary contributions may continue to hamper the operational scope and assistance provided, particularly if there is no increase in resources commensurate with the increased needs of persons of concern.

21.15 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Through its updated age, gender and diversity policy, in 2018 the Office renewed its existing commitments to an age, gender and diversity approach, accountability to affected people, and gender equality, and established mandatory core actions to help strengthen these commitments and increase accountability to persons of concern to the Office. To support roll-out and implementation of the policy and facilitate achievement of the core actions, the Office administered a global survey of all operations to understand how each one currently addresses the core actions related to accountability to affected people; integrates the age, gender and diversity policy into existing and new policies, guidance and training; and develops related tools to support policy implementation at the field level. The Office also undertook work to develop gender equality tools and to document promising practices in support of gender equality across the regions. Several operations, including in Afghanistan, Burundi, the Central African Republic, Chad, the Dominican Republic, Ethiopia, Georgia, India, Lebanon, Liberia, Libya, Mauritania, Pakistan, Panama, Rwanda, Senegal, the Syrian Arab Republic, Turkey, Yemen and Zambia, have taken steps to ensure equal representation of female refugees in their community leadership structures. Women and girls supported awareness-raising with regard to and advocacy for women's rights, established women's committees to foster

mediation and conflict resolution within families and communities, were engaged in decision-making processes and management related to community issues and helped support the prevention of sexual and gender-based violence and respond to cases involving such violence or sexual exploitation and abuse.

21.16 With regard to cooperation with other entities, 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. Work with national and international non-governmental organizations (NGOs) remains critical to providing humanitarian assistance. The annual NGO consultations in June 2019 brought together some 450 participants, representing 300 organizations from 87 countries. The first regional NGO consultations were held in Amman in June 2019. The Office updated its policy on programme support costs to partners and introduced overhead costs for national NGOs to enhance capacity, integrity, accountability and oversight to ensure more predictable planning, and rolled out multi-year partnership agreements in selected countries.

21.17 With regard to inter-agency coordination and liaison, the Office engaged in inter-agency forums, including with the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. The Office has continued to support the reform of the United Nations development system, which is aimed at ensuring more effective and efficient development support at the country level. UNHCR serves as co-chair of the Business Innovations Group, together with the World Food Programme (WFP), and has contributed to the design of the United Nations Sustainable Development Cooperation Framework. As of 30 June 2019, UNHCR had participated in 101 United Nations Development Assistance Framework processes in 2019, while actively participating in the roll-out of the United Nations Sustainable Development Cooperation Framework and 19 humanitarian response plans.

Evaluation activities

21.18 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Evaluation by the Office of Internal Oversight Services of the Office of the United Nations High Commissioner for Refugees (March 2019) (E/AC.51/2019/8), which focused on the topic of public health programming;

(b) The following self-evaluations:

(i) Evaluation of UNHCR engagement with the private sector (2017–2019) (December 2019);

(ii) Evaluation of UNHCR data use and information management approaches (2017–March 2019) (November 2019);

(iii) “Sexual and gender-based violence response, risk mitigation and prevention in humanitarian crises: a synthesis of findings from evaluations of UNHCR operations 2019” (September 2019);

(iv) Evaluation of UNHCR engagement in humanitarian-development cooperation, a think piece on research phase 1 (November 2018–June 2019) (October 2019);

(v) Evaluative review of UNHCR policies and procedures on the prevention of and response to sexual exploitation and abuse (August 2018–April 2019) (June 2019);

(vi) Evaluation of UNHCR prevention of and response to sexual and gender-based violence in Brazil, focusing on the population of concern from the Bolivarian Republic of Venezuela (2017–2018) (December 2019);

(vii) Midterm evaluation of the UNHCR cash-based interventions capacity-building approach (2016–2019) (April 2019).

21.19 The findings of the evaluations referenced above have been considered for the programme plan for 2021.

21.20 The independent synthesis of the evaluations in relation to the prevention and mitigation of and response to sexual and gender-based violence in refugee populations in Brazil and Lebanon, as well as findings related to such violence from the multisector evaluations of UNHCR response to level 3 emergencies in Bangladesh and the Democratic Republic of the Congo, provides a number of good practices, emerging patterns and recurrent issues. UNHCR operations have demonstrated the ability to adapt the sexual and gender-based violence approach to different contexts. For example, the increased use of community-based networks and social media has shown positive results in the prevention of, as well as the response to, sexual and gender-based violence. Further, UNHCR was credited for supporting the inclusion of men and boys as survivors in the development of activities and programmes. The use of cash assistance to reduce the vulnerability of survivors showed positive results in different operations, and should further influence cash distribution in 2020 and 2021.

21.21 The ongoing evaluative review of private sector engagement examines how UNHCR can strategically engage with the private sector beyond fundraising purposes to bring benefits to refugees and other persons of concern. Preliminary analysis indicates that UNHCR has over 300 engagements with the private sector in 62 countries: some 30 per cent with local companies and 70 per cent with multinational corporations. In these engagements, UNHCR plays a diverse array of roles depending on the context, such as advocacy with the Government in partnership with the private sector, connecting persons of concern with markets and employment opportunities and providing incentives to the private sector to invest in refugee settlements. Such engagement provides a range of benefits, including improved economic inclusion and livelihood opportunities, a stronger voice for persons of concern and representation of needs and increased protection and services for persons of concern. The evaluation identified organizational factors that enable, inhibit and affect the sustainability of such efforts, drawing on external benchmarking and making recommendations to the Office on how best to formulate partnerships.

21.22 The following evaluations are planned for 2021:

(a) Multi-year evaluation of the implementation of the Office's 2018 policy on age, gender and diversity in Chad, Greece, Kenya, Mexico and Thailand (first report in September 2020 and second report in September 2021);

(b) Multi-year evaluation of UNHCR engagement in humanitarian-development cooperation;

(c) Evaluation of the pilot series of the Home Office of the United Kingdom of Great Britain and Northern Ireland on community engagement with regard to alternatives to detention.

Planned results for 2021

Result 1: implementation of the global compact on refugees (result carried forward from 2020)

21.23 The Office will continue to support the implementation of the global compact on refugees, in line with its mandate and in close cooperation with States and other relevant stakeholders, and will advocate greater financial support for refugees and other persons of concern, as demonstrated by the performance measure for 2021 as outlined below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Table 21.1
Performance measure

2017	2018	2019	2020	2021
N/A	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	Contributions announced at the Global Refugee Forum and commencement of the implementation of pledges	Members States will, through a digital platform provided by UNHCR, share good practices and information on the implementation of pledges

Abbreviation: N/A, not applicable.

Result 2: emergency deployments in support of persons of concern

21.24 The programme will continue to provide assistance to people of concern and support to the global compact on refugees. The global compact contains a range of elements directly related to the programme's daily work, such as addressing the specific needs of persons of concern, preparedness and contingency planning, education and livelihoods. It is based on the recognition that protecting people who are forced to flee and supporting the countries that shelter them are shared international responsibilities that must be borne more equitably and predictably. Ensuring responsibility-sharing, particularly in the countries that have hosted the largest numbers of refugees for the longest time, is a gap in the international refugee protection regime that the global compact seeks to address. Its key target areas for improvement include easing pressures on host countries, enhancing refugee self-reliance, expanding access to third-country solutions and supporting conditions in countries of origin for return in safety and dignity. The global compact is firmly based on existing protection standards, but brings to bear new approaches, arrangements and resources which will result in a more predictable, effective and sustainable response. The compact will continue to be central to the Office's work, together with its partners, in the coming period.

Internal challenge and response

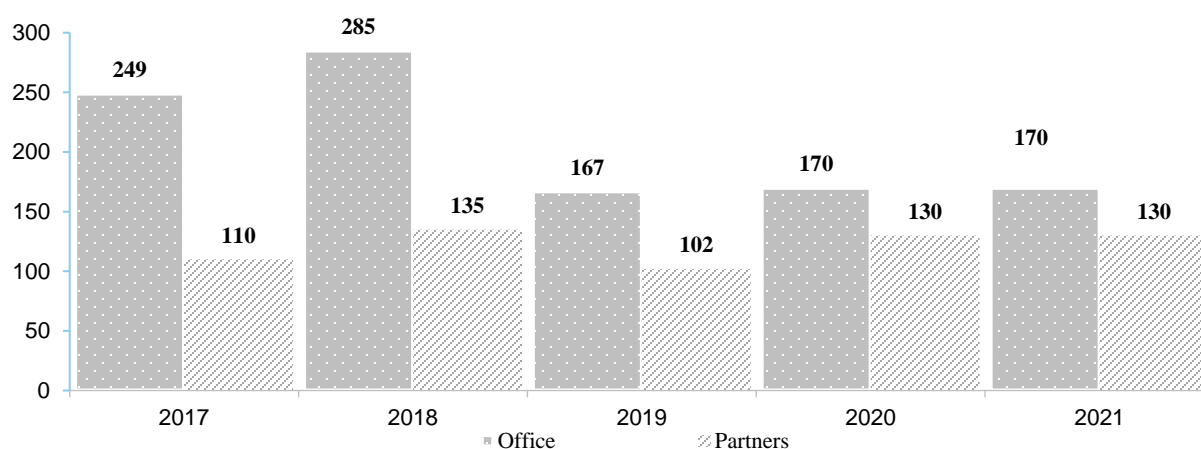
21.25 The challenge for UNHCR is to ensure that its systems and processes are fully adapted to the decentralized operating model, while working to achieve greater efficiency, transparency and accountability across the organization. The aim is to deliver field-driven and more efficient services to persons of concern. UNHCR will need to ensure consistent support for country operations, including the ability to adapt their programmes in the light of new challenges and opportunities, translate global priorities into regional and country-specific strategies and foster greater programmatic integrity and value for money in the field. This decentralized model is expected to be more responsive and adaptable to specific regional dynamics for enhanced efficiency and effectiveness of programme delivery. In response, the Office will work towards strengthening its ability to deliver protection and solutions for persons of concern in the most relevant and effective way.

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

21.26 This work is expected to ensure international protection of 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, gender and diversity into consideration, which would be demonstrated by the increased number of staff (including partners) prepared for deployment to emergencies, as compared with 2019. Three hundred experts (170 UNHCR staff and 130 experts from emergency standby partners) will be ready for deployment in 2021, compared with 269 deployments in 2019 (167 through UNHCR emergency surge deployments and 102 external deployments by emergency standby partners). These deployments are expected to improve the emergency response and the delivery of shelter, water, sanitation and hygiene assistance and health support to persons of concern in emergency operations.

Figure 21.I

Performance measure: number of personnel deployed to respond to emergencies



Legislative mandates

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

General Assembly resolutions

319A (IV)	Refugees and stateless persons	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	70/134	Assistance to refugees, returnees and displaced persons in Africa
538B (VI)	Assistance and protection of refugees	70/135	Office of the United Nations High Commissioner for Refugees
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	70/165	Protection of and assistance to internally displaced persons
50/152	Office of the United Nations High Commissioner for Refugees		
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		

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

21.28 Table 21.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.2
Deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	16	16	16	16
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	7	7
6. Reports of the Inter-Agency Standing Committee to the Executive Committee	4	4	4	4

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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
Substantive services for meetings (number of three-hour meetings)	19	47	19	19
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
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	27	15	15
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	16	0	0
Documentation services for meetings (thousands of words)	228	234	228	228
14. Editing in English and translation into French of Executive Committee and Standing Committee documents	228	234	228	228
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
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
Seminars, workshops and training events (number of days)	60	60	66	60
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.	15	15	21	15
Publications (number of publications)	6	6	6	6
18. Statistical Yearbook	1	1	1	1
19. Research papers on a range of protection-related themes	5	5	5	5
Technical materials (number of materials)	26	26	26	26
20. Documents and conference room papers for the Executive Committee and the Standing Committee	26	26	26	26
C. Substantive deliverables				
Consultation, advice and advocacy: assistance to Governments 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 senior management on issues relating to basic services and assistance provided to refugees and other persons of concern.				
Direct service delivery: biometric registration provided for some 10 million individuals across 75 country operations; cash assistance amounting to \$588 million delivered to people of concern across all operations; refugee housing units provided for some 250,000 persons of concern in at least 40 countries; 1.9 million children enrolled in primary education, 182,900 students enrolled in lower and upper secondary education and 12,800 students received tertiary education scholarships; out of 1.44 million people in need of resettlement (representing 7 per cent of the global refugee population), some 70,000 refugees resettled through UNHCR; access to a sustainable source of electricity provided to 2.5 million people of concern.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special annual events on (a) the international consultations with NGOs; (b) the High Commissioner's dialogue on protection challenges with States, academics, NGOs and other stakeholders; (c) World Refugee Day; and (d) the Nansen Refugee Award.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
External and media relations: press conferences and briefings on the work of UNHCR and situations relating to refugees and others of concern; press campaigns on protection-related themes and issues.				
Digital platforms and multimedia content: update and maintenance of www.unhcr.org on the work of the UNHCR and issues relating to refugees and others of concern; publication and update of public information on the work of UNHCR and issues relating to refugees and others of concern on social networks; update and maintenance of 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 and decisions, including resolution 302 (IV). Since starting operations in 1950, UNRWA has adapted its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region. It stands ready to continue to do so in 2021 in accordance with the triennial mandate that it received from the General Assembly in its resolution 74/83.

22.2 The Agency has an Advisory Commission, established by the General Assembly by resolution 302 (IV), to advise and assist the Director (now the Commissioner-General) in the execution of the programme. The Agency's governing body is the General Assembly, to which it reports directly.

Strategy and external factors for 2021

22.3 The strategy for 2021 includes help for Palestine refugees to achieve their full potential in human development under the difficult circumstances in which they live. In line with this mission, as part of its medium-term strategy for the period 2016–2022, the Agency works towards five strategic outcomes: (a) Palestine refugee rights under international law are protected and promoted; (b) Palestine refugee health is protected and the disease burden is reduced; (c) school-age children complete quality, equitable and inclusive basic education; (d) Palestine refugee capabilities are strengthened for increased livelihood opportunities; and (e) Palestine refugees are able to meet their basic human needs of food, shelter and environmental health. Progress towards these outcomes will continue to drive UNRWA operations during 2021.

22.4 Under the above-mentioned five strategic outcomes, the Agency aims to achieve its goals by maintaining and improving the provision of education and health services, relief and social services, microfinance services, infrastructure and camp improvement within refugee camps and protection, for the benefit of the 5.6 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank, including East Jerusalem, and the Gaza.

22.5 The Agency also provides emergency assistance to 1.5 million Palestine refugees in distress as a result of the protracted crisis in the occupied Palestinian territory and, more recently, in the Syrian Arab Republic. UNRWA will continue to provide such services as necessary and, on an exceptional and temporary basis, services to non-refugees currently displaced and in serious need of continued assistance, in accordance with its mandate.

22.6 UNRWA is making a contribution to the achievement by Member States of the Sustainable Development Goals across all five of its fields of operation so that Palestine refugees are not left behind. The Agency's commitment to the Goals is also reflected in its medium-term strategy for the period 2016–2022. In that strategy, it is recognized that advancing human development for Palestine refugees requires a

multidimensional approach involving poverty alleviation, respect for human rights, access to quality health and educational services, reductions in inequality, and economic growth. In its daily provision of services to Palestine refugees, the Agency supports the achievement by Member States of 10 of the Goals, namely, Goal 1, on ending poverty, Goal 2, on ending hunger, Goal 3, on ensuring healthy lives and promoting well-being, Goal 4, on ensuring quality education, Goal 5, on achieving gender equality, Goal 6, on ensuring the availability and sustainable management of clean water and sanitation, Goal 8, on promoting decent work and economic growth, Goal 10, on reducing inequalities, Goal 13, on taking action to combat climate change, and Goal 17, on partnerships.

22.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Instability and, in some cases, unrest and conflict characterize the macroenvironment throughout 2021;
- (b) The macroenvironment is characterized by a continuation of the current cycle of complex emergencies;
- (c) Demand for UNRWA emergency assistance persists, combined with a rising demand for core services;
- (d) Hostility towards and prejudice against Palestine refugees within host communities do not increase;
- (e) The closure in Gaza does not tighten;
- (f) There is no economic downturn at the national, regional or global levels;
- (g) UNRWA is able to raise sufficient funds;
- (h) Movement restrictions in the occupied Palestinian territory do not increase;
- (i) Enrolled populations do not increase beyond projections based on historical trends;
- (j) Commodity and rental prices do not rise beyond projected levels;
- (k) The infrastructure, installations and housing in the UNRWA fields of operation do not sustain damage as a result of natural or human-made humanitarian crises.

22.8 The Agency is almost entirely dependent on voluntary funding to implement its programme. It has contended with chronic shortfalls and acute funding uncertainties induced by economic and political volatility. UNRWA will continue to seek the human and financial resources that it needs to sustain and improve the quality of the services it provides to refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

22.9 The Agency integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 2, the result reflects that women and men and girls and boys have equal access to primary health care. For example, in subprogramme 3, the result reflects that all Palestine refugee children and youth, regardless of gender, ability, disability, socioeconomic status, health and psychosocial need, have an equal opportunity to study in UNRWA schools and are supported in developing their full potential. For subprogramme 4, the result reflects that women are prioritized as recipients of microfinance loans. The Agency will also continue its efforts to mainstream protection and gender into its operations,

including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups.

22.10 With regard to cooperation with other entities, UNRWA maintains a number of partnerships with community-based organizations to maximize its technical capacity to deliver more effective and efficient results in key service delivery areas. The Agency will build formal partnerships in support of protection, poverty alleviation and livelihood activities that benefit Palestine refugees in all fields of operation. Existing formal partnerships with community-based organizations extend assistance to and empower persons with disabilities, youth and women, given the specific protection challenges and higher unemployment and lower labour force participation rates experienced by those groups.

22.11 With regard to inter-agency coordination and liaison, the Agency will maintain core partnerships that reflect its commitment to supporting the implementation of Sustainable Development Goal 17 by Member States. Many of those partnerships, such as those with host Governments, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO), date to the founding of UNRWA, in 1949. UNESCO and WHO helped to establish norms for UNRWA education and health programmes and both organizations continue to furnish strategic assistance. The Agency continues to interact regularly with United Nations country teams and their member organizations to improve synergies, in particular in the area of service delivery, in keeping with the respective organizational mandates.

Legislative mandates

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

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
3331 B (XXXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East	74/83	Assistance to Palestine refugees
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	74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
		74/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Deliverables

22.13 Table 22.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 22.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	5	4	5
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	2	2	1	2
2. Meetings of the Committee for Programme and Coordination	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
3. Meetings of the Fourth Committee	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)				
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

22.14 The following evaluations completed in 2019 have guided the programme plan for 2021:

(a) Subprogramme 1: a self-evaluation of a project piloting a case management and multidisciplinary team approach to child and family protection services in Jordan;

(b) Subprogramme 3: a self-evaluation of a project to replace rented schools in Jordan with a purpose-built school;

(c) Subprogrammes 1, 2, 3 and 5: a self-evaluation of services the Agency provides in Lebanon for Palestine refugees displaced from the Syrian Arab Republic as a result of the ongoing conflict.

22.15 The findings of the evaluations referenced above have been considered for the programme plan for 2021. The self-evaluation of the work to replace multiple rented schools with a new, purpose-built school will serve to strengthen the effectiveness and efficiency of school construction projects, including the Agency's approach to interdepartmental coordination, community engagement and the way that disability, environmental and socioeconomic assessments are made.

22.16 The self-evaluation of a project piloting a case management and multi-disciplinary team approach to child and family protection services produced valuable recommendations for subprogramme 1. The recommendations have been considered for the programme plan for 2021 and are reflected through strengthened project design and management practices, including results frameworks, interdepartmental coordination and partnership arrangements.

22.17 The self-evaluation of support provided to Palestinian refugees from the Syrian Arab Republic in Lebanon found that UNRWA interventions that assist those refugees are relevant and effective. The findings of the evaluation highlighted the importance of recreational activities and psychosocial support to minimize school dropout rates. Those findings have been considered for the 2021 programme plan for subprogramme 3 through its implementation of an inclusive education approach and extracurricular activities to reduce dropout rates.

22.18 The following evaluations and self-evaluations are planned for 2021:

(a) Self-evaluation of the work related to the UNRWA health subprogramme;

(b) Self-evaluation of the infrastructure and camp improvement subprogramme;

(c) Self-evaluation of the implementation of the UNRWA Gender Equality Strategy.

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 protection of Palestine refugee rights under international law, the subprogramme will strengthen the protection of vulnerable and at-risk groups by: (a) further developing the capacity of front-line UNRWA staff; (b) coordinating safe and meaningful access to life-saving services; (c) leading the engagement of community members in self-protection; and (d) providing access to medical, legal and/or psychosocial counselling and services for survivors, either directly or through referral to external partners. This work is expected to result in an increase in the identification of survivors of gender-based violence, abuse and neglect and in the safe and unhindered access by such survivors to remedial services. Past results in this area include an improvement in access to counselling, legal support, medical care and financial support for an increased number of Palestine refugees facing discrimination, violence and neglect, as part of the Agency's contribution to the achievement by Member States of Sustainable Development Goal 5.

22.21 The subprogramme will also implement protection principles across the spectrum of UNRWA service delivery, which is expected to result in reduced inequalities and in equal and dignified access to services by all Palestine refugees, including persons with disabilities, the elderly, undocumented married women and girls, and female- and child-headed households, in support of Sustainable Development Goal 10. Past results in this area include the identification, through biennial UNRWA protection audits, of means to improve protection standards in UNRWA service delivery. For example, the audits identified locations within schools where students were more susceptible to protection violations. As a result, the Agency developed guidelines to address those as schools are constructed and upgraded.

22.22 The subprogramme will document a range of protection concerns affecting Palestine refugees, including non-admission, refoulement and legal status, and will engage host Governments, asylum authorities, specialized organizations and other United Nations entities on those issues to secure remedial action, which is expected to result in greater adherence to international human rights, humanitarian and refugee law, and to make a direct contribution to the achievement by Member States of Sustainable Development Goal 10 by reducing the inequalities experienced by Palestine refugees in accessing basic services, labour markets and social benefits. Past results in this area include successfully advocating for improved civil status and legal stay process for Palestine refugees from the Syrian Arab Republic and humanitarian access for hard-to-reach Palestine refugee populations in the Syrian Arab Republic.

22.23 The subprogramme will establish an online refugee family portal, accessible to Palestine refugees, that will contain electronic copies of all of their personal documentation stored in the UNRWA registration archives. Access to their own documentation will allow them to better understand their personal and family

histories. The Agency's historical archives have not, until now, been open to the refugees themselves.

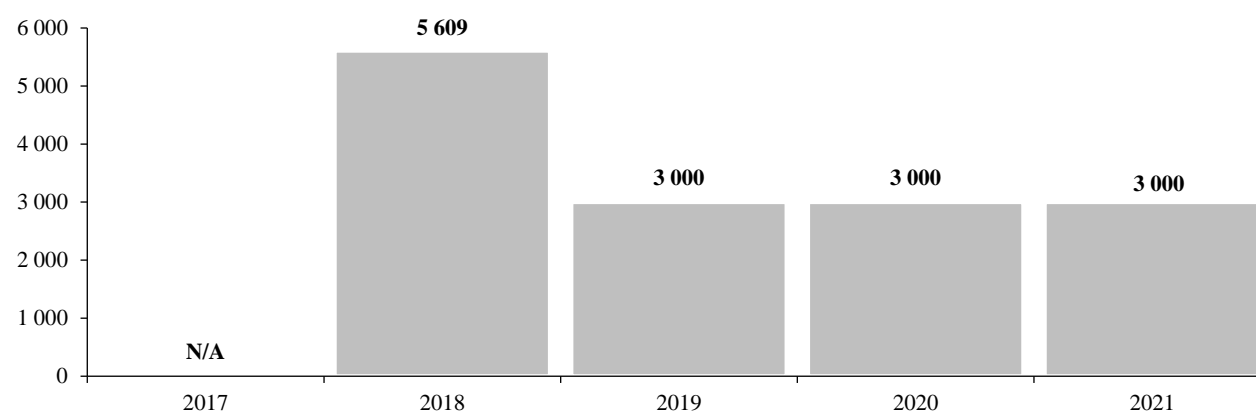
Planned results for 2021

Result 1: realizing the vision of equality for all (result carried over from 2020)

22.24 The subprogramme will continue the work related to ensuring that Palestine refugee rights under international law are protected, in line with its mandate, and will increase training for improved protection of survivors of gender-based violence, women, children, and persons with disabilities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 22.I

Performance measure: number of additional United Nations Relief and Works Agency for Palestine Refugees in the Near East staff trained in protection



Abbreviation: N/A, not applicable.

Result 2: mainstreaming protection principles into the delivery of United Nations Relief and Works Agency for Palestine Refugees in the Near East services (new result)

22.25 The subprogramme has been mindful that protection concerns may arise directly from Agency operations and that UNRWA is a duty bearer for the fulfilment of the human rights of registered Palestine refugees. The Agency strives to ensure that protection is addressed through and within its services. Challenges include conflict, violence against children in UNRWA schools, protection risks based on inequalities that are driven by social norms and obstacles for persons with disabilities in accessing basic social services.

22.26 The Agency's medium-term strategy for the period 2016–2022 established the mainstreaming of protection principles as an area of focus. The subprogramme will work to ensure that UNRWA services are delivered in accordance with internationally agreed standards and its own fundamental protection principles, established in 2010. The following aspects are emphasized in those principles: (a) the safety and dignity of Palestine refugees and ensuring that the Agency's actions do not cause harm; (b) meaningful access to UNRWA services by all those who are eligible to receive them; (c) accountability to the beneficiaries of these services; and (d) the meaningful

participation and empowerment of Palestine refugees in the design, implementation, monitoring and evaluation of the Agency's service delivery.

22.27 The subprogramme also measures its level of compliance with those principles and takes corrective action through biennial protection audits, during which the compliance of all services delivered against the UNRWA fundamental protection principles is assessed. The most recent audits, covering 2018, showed a compliance rate by UNRWA installations of 55.1 per cent, with 80 per cent of the 2016 protection audit recommendations fully or partially implemented.

Internal challenge and response

22.28 The challenge for the subprogramme was the size of the Agency's operations, coupled with the capacity required to integrate protection standards into its delivery of services. All UNRWA staff members need to have the knowledge and skills to implement protection standards as part of their daily work.

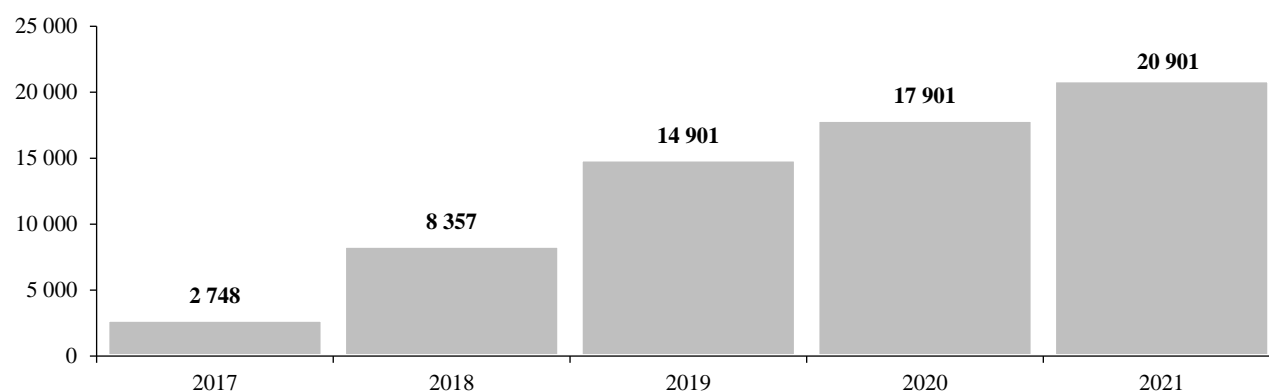
22.29 In response, the subprogramme will develop staff capacity, prioritizing those in front-line service-delivery positions. It will do so through the roll-out of an e-learning course on gender-based violence in emergencies, the introduction of a protection mainstreaming project checklist and gender marker and the implementation of disability inclusion standards. The Agency will also continue to undertake biennial audits to measure the degree of compliance with protection standards.

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

22.30 This work is expected to contribute to ensuring that Palestine refugee rights under international law are protected, which would be demonstrated by 20,901 UNRWA staff trained in protection. At least 3,000 staff, the equivalent of 10 per cent of the Agency's workforce, will be trained in protection standards and practices each year until 2021. By then, over two thirds of the Agency's staff will have been trained.

Figure 22.II

Performance measure: cumulative number of United Nations Relief and Works Agency for Palestine Refugees in the Near East staff trained in protection



Deliverables

22.31 Table 22.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.2

Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***C. Substantive deliverables****Direct service delivery:** registration of 5.8 million refugees.**Subprogramme 2****Palestine refugee health is protected and the disease burden is reduced****Objective**

22.32 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee health is protected and the disease burden is reduced.

Strategy

22.33 To contribute to ensuring that Palestine refugee health is protected and the disease burden is reduced, the subprogramme will control the spread of communicable diseases through surveillance, raising awareness among staff and refugees, providing free childhood immunization services and participating in host Governments' mass immunization campaigns. These actions are expected to result in a reduction in the incidence and prevalence of vaccine-preventable diseases and in the prevention of outbreaks among refugee communities. Past results in this area include zero outbreaks of polio, measles, mumps or other notifiable diseases during 2019. Immunization coverage for 12-month-old and 18-month-old children registered with UNRWA also continued to surpass the WHO target of 95 per cent.

22.34 The subprogramme will also provide people-centred primary health care using the family health team model¹⁶ through UNRWA health centres and subsidized hospitalization services, which is expected to result in 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. It will also make a contribution to achieving good health and well-being as part of the achievement by Member States of Sustainable Development Goal 3. Past results in this area include over 8.6 million outpatient consultations through UNRWA health centres in 2019, including 280,593 patients receiving care for non-communicable diseases, 90,008 mothers receiving antenatal care and 99.9 per cent of all reported births taking place in hospitals.

22.35 The subprogramme will improve the infrastructure of UNRWA health centres, which is expected to result in better accessibility to and safety of the Agency's health premises, particularly benefiting persons with disabilities and female patients. Past

¹⁶ The family health team model is a person-centred approach designed to improve the quality and delivery of primary health care for Palestine refugees. Previously, care was provided to treat specific ailments without taking into consideration the comprehensive health status or the family history of an individual. Now, care is delivered by multidisciplinary medical teams, which provide comprehensive, ongoing care to the patients and families registered with them. Each family health team consists of at least one doctor, one nurse and one clerk. Each team manages approximately the same number of family files, which has improved patient flow in the clinic and equalized the workload among staff.

results in this area include improved access for persons with disabilities following the construction of one health centre, the reconstruction of two other health centres and the upgrading of nine others. Structural integrity and fire and emergency measures were strengthened. Spatial enhancements also facilitated the operations of the family health teams and, as a contributory measure to the achievement of Sustainable Development Goal 5 by Member States, more welcoming environments were created for female patients by improving privacy.

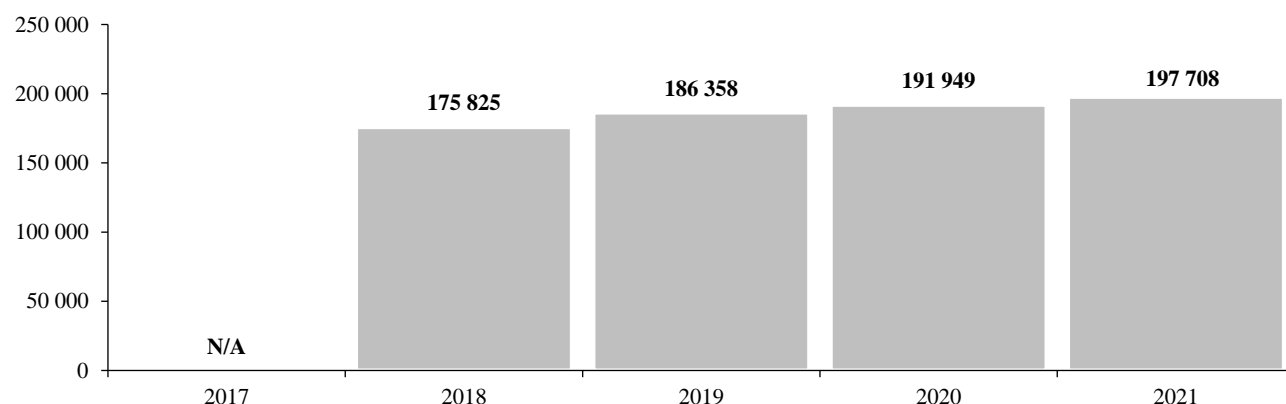
Planned results for 2021

Result 1: caring for a healthy future (result carried over from 2020)

22.36 The subprogramme will continue the work related to ensuring that Palestine refugee health is protected and the disease burden is reduced, in line with its mandate, and will strive for strengthened protection of Palestine refugees aged 40 years and above from disease, thereby improving their health status, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 22.III

Performance measure: number of Palestine refugees aged 40 years and above screened for diabetes mellitus



Abbreviation: N/A, not applicable.

Result 2: efficient and responsive health services (new result)

22.37 The subprogramme has been strengthening its health management information system since 2009, when the UNRWA e-health system was introduced. A health management information system is one of the six building blocks of health systems identified by WHO. This system has contributed to the improved efficiency of services and has given Palestine refugees instant access to their records. It has also been a key tool for UNRWA to improve and focus its services on patient needs through the collection of high-quality data that has facilitated analysis of health trends. The system has reduced the workload of health centre staff and the risk of recording errors by limiting manual paper-based data entry, ensuring that patients get the treatment they need and that doctors can spend more time evaluating patients and less time completing paperwork.

22.38 The subprogramme is equipped with the e-health system, which now contains 3.5 million records of registered Palestine refugees. This is a significant milestone for

evidence-based health services management. Significant progress has been made in expanding the system's implementation since its introduction in 2009 and, by end of 2019, 133 out of 140 health centres had fully implemented it. In 2020, five more health centres will adopt the e-health system and, in 2021, the subprogramme will further expand it to the remaining two health centres and will strengthen the system's quality, data protection and integration.

Internal challenge and response

22.39 The challenge for the subprogramme was the need to develop sufficient in-house technical resources to maintain the e-health system. It contains over 3.5 million individual registrations across five fields, meaning that central maintenance, while suitable for systemic tasks, is neither efficient nor always practical.

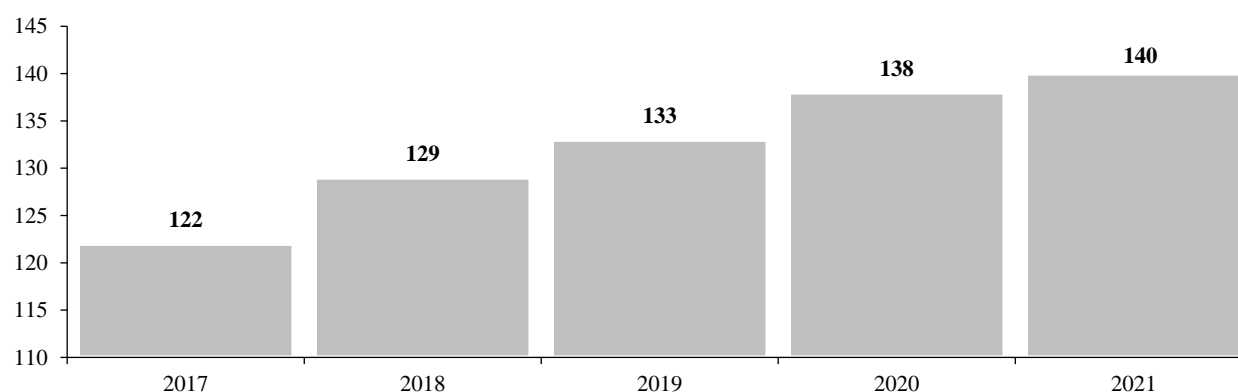
22.40 In response, the subprogramme will build the capacity of health administrative staff to maintain the system. A training-of-trainers scheme will be rolled out in each field, which will be supplemented by the development and launch of an online training module for health staff on how to administer the e-health system.

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

22.41 This work is expected to contribute to ensuring that Palestine refugee health is protected and the disease burden is reduced, which would be demonstrated by an increase in the number of health centres having implemented the e-health system, to 140 in 2021, the generation of data and analysis that will inform decisions around resource allocation, medication prescriptions and investment, and the identification of areas of improvement in the performance of the UNRWA health system. For example, because the e-health system flags previous prescriptions, it has facilitated a reduction in the prescription of antibiotics: from being prescribed in 24.7 per cent of all cases in 2015, they were prescribed in 23 per cent of all cases in 2019.

Figure 22.IV

Performance measure: number of United Nations Relief and Works Agency for Palestine Refugees in the Near East health centres having implemented the e-health system



Deliverables

22.42 Table 22.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.3

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***C. Substantive deliverables**

Direct service delivery: a total of 8.8 million health services consultations; and 92,800 mental health and psychosocial support consultations.

Subprogramme 3

School-aged children complete quality, equitable and inclusive basic education

Objective

22.43 The objective, to which this subprogramme contributes, is to ensure that school-aged children complete quality, equitable and inclusive basic education.

Strategy

22.44 To contribute to ensuring that school-aged children complete a quality education, the subprogramme will enhance the skills of teachers through continuous professional development and career progression opportunities and will also ensure that the textbooks used develop students' skills and competencies and promote human rights culture and practices and higher-order thinking skills in UNRWA classrooms in support of the achievement by Member States of Sustainable Development Goal 4. This work is expected to result in meeting or surpassing the Agency's targets for the percentage of students reaching the "Achieved" and "Advanced" levels in the triannual monitoring of learning achievement tests in 2020. Past results in this area include an increase in the proportion of students performing at the "Achieved" and "Advanced" level between 2013 and 2016.

22.45 To contribute to ensuring that school-aged children complete an equitable education, the subprogramme will continue to monitor student performance, ensure safe and secure learning environments, facilitate parent engagement and promote inclusive recreational and extracurricular activities. This work is expected to result in a reduction in inequalities and in the gap in student performance in monitoring of learning achievement testing. Past results in this area include an increased number of students reaching the required knowledge levels in mathematics and Arabic in grades 4 and 8.

22.46 To contribute to ensuring that school-aged children complete an inclusive education, the subprogramme will enhance the capacity of UNRWA education staff, ensure that students identified as having a disability receive support for their specific needs, assist individuals identified as experiencing a protection risk and work towards healthy and accessible schools, which is expected to result in fewer children having to repeat a grade or dropping out of school completely. The dropout and grade repetition trends will be captured by an increase in the coefficient of internal efficiency beyond the set 0.92 target. Past results in this area include an increase in the number of students continuing to the end of basic education, which rose from 95.34 per cent in 2017 to 96.71 per cent in 2019.

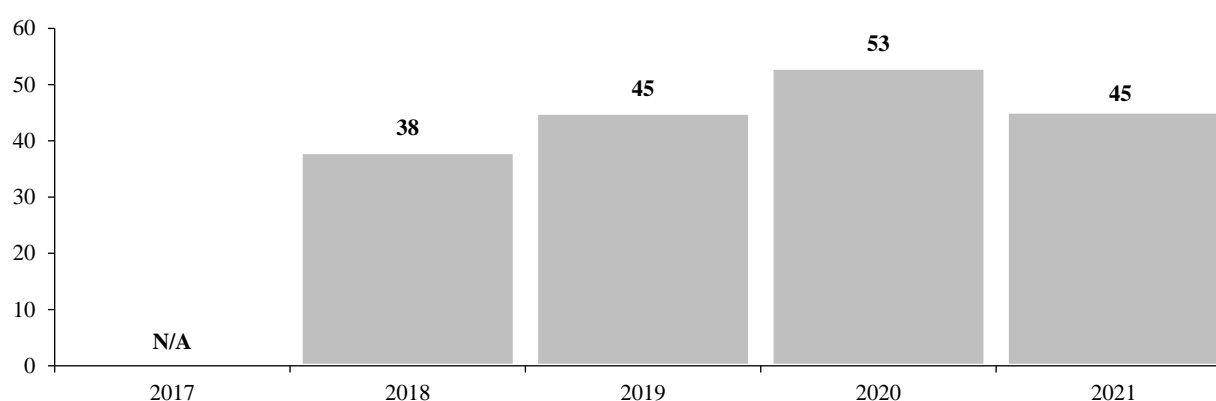
Planned results for 2021

Result 1: learning side by side: inclusive education (result carried over from 2020)

22.47 The subprogramme will continue the work related to ensuring that school-aged children complete quality, equitable and inclusive basic education, in line with its mandate, and will strive for improved access to education for students with disabilities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 22.V

Performance measure: percentage of students identified as having a disability who receive support



Abbreviation: N/A, not applicable.

Result 2: improved grades through school quality assurance (new result)

22.48 The subprogramme has targeted improving the grades of students through a school quality assurance process. The process was developed in the school year 2016/17 and has been a focus of attention Agency-wide and in every field. The process is a means of reviewing all key aspects of school performance, identifying areas for improvement and ensuring that follow-up targeted support is provided to schools. The intended outcome is to increase the number of school quality assurance reports completed and ensure that the recommendations are addressed appropriately at the school, area or field office levels.

22.49 The subprogramme has established a school quality assurance unit in each field office with school quality assurance coordinators, and has finalized an Agency-wide framework that relates to all key areas of school performance, such as data, safety and security, protection, quality teaching and learning and school leadership. Capacity development for the education support cadre who manage the school quality assurance process has been conducted at the Agency and field office levels, led by UNRWA headquarters.

22.50 Throughout 2021, the field-level school quality assurance units will ensure the completion of quality assurance visits with regard to obtaining baseline findings for all schools against the school quality assurance framework. The baseline findings will then be considered at the area, field and Agency levels in order to determine the support needed by the schools to strengthen student learning outcomes.

Internal challenge and response

22.51 The challenge for the subprogramme was ensuring that the school quality assurance process had available capacity, particularly for the collection of data prior to visits to schools.

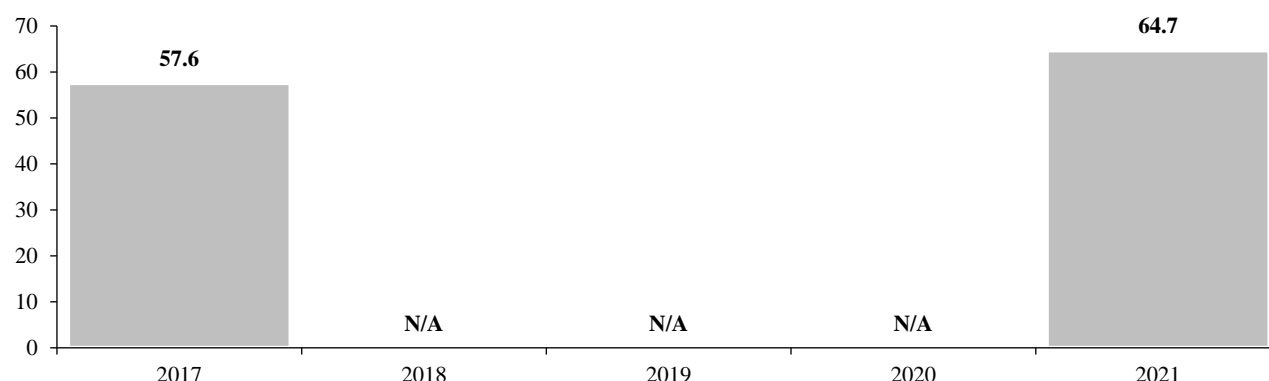
22.52 In response, the subprogramme will develop a monitoring strand within the Agency-wide Education Management Information System to expedite the production of indicators used to inform reviews of school quality, and the Department of Education and the Department of Information Management and Technology of UNRWA will support field offices in exploring ways of obtaining a baseline assessment of school quality for all schools, such as through a light-touch school quality assurance process, whereby specific areas of focus for individual school quality assurance visits will be prioritized.

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

22.53 This work is expected to contribute to ensuring that school-aged children complete quality, equitable and inclusive basic education, which would be demonstrated by an increase in the percentage of students performing at the “Achieved” or “Advanced” levels in the monitoring of learning achievement test in Arabic in grade 8.

Figure 22.VI

Performance measure: percentage of students performing at the “Achieved” or “Advanced” level in monitoring of learning achievement Arabic language tests in grade 8



Abbreviation: N/A, not applicable.

Deliverables

22.54 Table 22.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.4

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

Category and subcategory

C. Substantive deliverables

Direct service delivery: a total of 545,788 students enrolled in education services.

Subprogramme 4

Palestine refugee capabilities are strengthened for increased livelihood opportunities

Objective

22.55 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee capabilities are strengthened for increased livelihood opportunities.

Strategy

22.56 To contribute to ensuring that Palestine refugee capabilities are strengthened for increased livelihood opportunities, the subprogramme will provide financial services such as diversified loan products covering business, 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. This action is expected to result in inclusive economic growth, increased employment opportunities, decent work and poverty reduction for its target groups and directly contribute to the achievement by Member States of Sustainable Development Goal 8. Past results in this area include the disbursement of 189,708 loans valued at \$183.4 million between 2015 and 2019 benefiting Palestine refugees, including women and youth.

22.57 The subprogramme will provide quality and relevant technical and vocational education and training in its vocational training centres and education science facilities for degree-level teacher education in the West Bank (the Education Science Faculty) and Jordan (the Faculty of Educational Sciences and Arts), focusing on vulnerable young people whose families are recipients of the social safety net programme, and will continue the provision of the Agency-wide, donor-funded scholarships programme, thereby contributing to the achievement by Member States of Sustainable Development Goals 8 and 10, which is expected to result in a sustained high percentage of all graduates of the vocational training centre, the Education Science Faculty and the Faculty of Educational Sciences and Arts employed by 2021, surpassing the UNRWA targets of 80.57 per cent and 87.77 per cent, respectively. The subprogramme will also aim to increase the percentage of social safety net programme graduates of the vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences and Arts by 2021. Past results in this area include an increase in the percentage of social safety net programme graduates of vocational training centres from 25.27 in 2017 to 31.70 per cent in 2018.

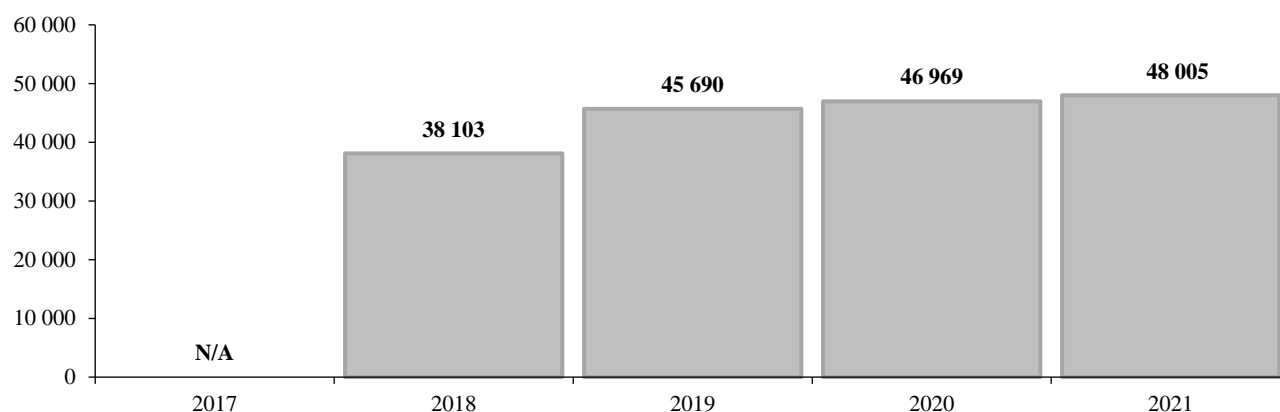
Planned results for 2021

Result 1: microfinance: client-focused interventions (result carried over from 2020)

22.58 The subprogramme will continue the work related to strengthening capabilities for increased livelihood opportunities, in line with its mandate, and will strive to increase access to microcredit to reduce poverty and aid dependence and increase self-reliance, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 22.VII

Performance measure: number of clients receiving financial services (microfinance loans) (including marginalized groups)



Abbreviation: N/A, not applicable.

Result 2: expanded access to microfinance (new result)

22.59 The subprogramme has been providing 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. Loans empower clients to draw themselves out of poverty. They also support education, as families receiving microloans are less likely to pull their children out of school for economic reasons. The programme also contributes to sustainability through enhancing self-reliance and the creation of employment opportunities.

Internal challenge and response

22.60 The challenge for the subprogramme was to align the UNRWA microfinance operations with industry-wide best practices of responsible financial inclusion, including the seven Client Protection Principles.

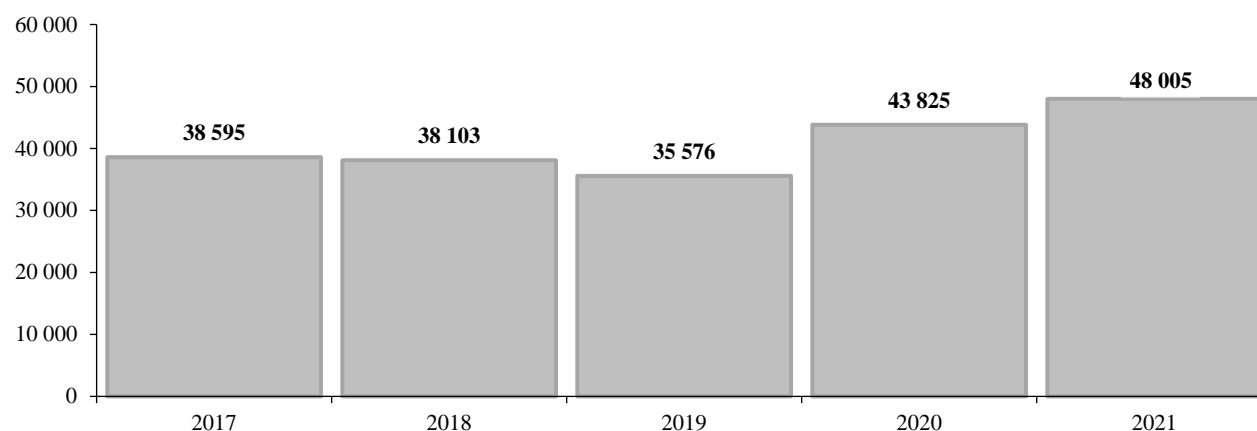
22.61 In response, the subprogramme will digitize its microfinance services. Online applications will be rolled out, which will facilitate better access to products by clients living away from branch offices. Online services will also allow clients to view their microfinance information electronically, thereby increasing transparency. The subprogramme will also introduce interactive digital screens in its branches to provide clearer and easier access to product information. These will not only increase transparency, but will also contribute to the adoption of best client protection practices.

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

22.62 This work is expected to contribute to ensuring that Palestine refugee capabilities are strengthened for increased livelihood opportunities, which would be demonstrated by an increased number of clients receiving microfinance services, from 38,595 in 2017 to a projected 48,005 in 2021.

Figure 22.VIII

Performance measure: number of clients receiving financial services per year (microfinance loans)



Deliverables

22.63 Table 22.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.5

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: a total of 48,005 microfinancing loans; 11,235 enrolments in technical and vocational education and training and the youth programme; and 2,527 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

22.64 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

22.65 To contribute to ensuring that Palestine refugees are able to meet their basic human need of food, the subprogramme will assist in the mitigation and reduction of abject poverty and food insecurity among Palestine refugees and will distribute cash-based and in-kind social transfers to persons in need, including the abject poor, (those who are unable to meet their basic food needs) and households headed by women, the elderly and people with disabilities, and in doing so will contribute directly to the achievement by Member States of Sustainable Development Goals 1 and 2. This work

is expected to result in increased resilience among the target population in the face of economic hardship and restricted household income. Past results in this area include the distribution of in-kind food assistance to 1 million Palestine refugees in the Gaza and the distribution of cash transfers to a further 600,000 people in Jordan, Lebanon, the Syrian Arab Republic and the West Bank during 2019.

22.66 To contribute to ensuring that Palestine refugees are able to meet their basic human need of shelter, the subprogramme will provide habitable shelters for Palestine refugees and rehabilitate substandard shelters of the most vulnerable Palestine refugees. The work is expected to result in improving the safety and protection of refugee families from weather conditions, providing security for their belongings and giving them a means to access basic services such as safe drinking water, sanitation, drainage, electricity and waste disposal. Past results in this area include the rehabilitation of 4,013 substandard shelters across all five fields of operation between 2015 and 2019, as well as the construction or repair of a further 51,972 shelters in response to emergencies in Lebanon and Gaza.

22.67 To contribute to ensuring that Palestine refugees are able to meet their basic human need of environmental health, the subprogramme will rehabilitate, upgrade and extend the water supply, sewerage and water drainage networks and will install rainwater harvesting systems and monitor water quality and quantity, thereby contributing to the achievement by Member States of Sustainable Development Goals 6 and 13. This work is expected to result in providing Palestine refugees living in camps with effective and efficient environmental health and infrastructure services, including equitable and sufficient water for their basic needs, minimized storm water risks and adequate solid waste collection and sewerage systems. Past results in this area include providing 99.98 per cent of shelters with access to water supply and 90.24 per cent with sewerage connections. The subprogramme also provided solid waste management and pest control to over 1.7 million Palestine refugees, constituting 30.2 per cent of all registered Palestine refugees.

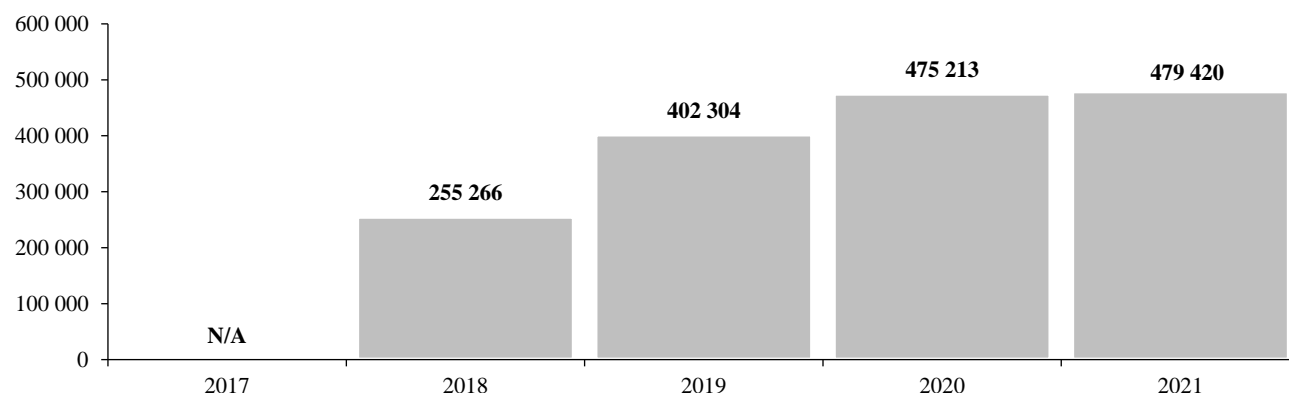
Planned results for 2021

Result 1: expansion of the Agency's social safety net programme (result carried over from 2020)

22.68 The subprogramme will continue the work related to meeting the basic human needs of food, shelter and environmental health for Palestine refugees, in line with its mandate, and will strive to increase the amount of social transfers and targeted assistance to Palestine refugee families for the direct improvement of their standard of living, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 22.IX

Performance measure: number of poor and vulnerable refugees receiving assistance



Result 2: targeting those most in need through the social safety net programme (new result)

22.69 The subprogramme has been assessing the needs of crisis-affected populations and providing emergency cash assistance where required. The reported increase in poverty levels among Palestine refugees is related to economic and political crises affecting the stability, availability and remuneration of employment. Poverty therefore remains a targeting criterion for the Agency's social transfers. At the same time, there are population groups that are income-constrained because of old age, disability or the absence of a traditional breadwinner in the family. In the absence of social safety net programme support, these groups are highly vulnerable, even in comparatively stable non-crisis times.

Internal challenge and response

22.70 The challenge for the subprogramme was to maximize the effectiveness of its targeting mechanism in view of the increasing demand for assistance and the freezing of the ceiling for the number of individuals assisted under the social safety net programme as a result of financial constraints.

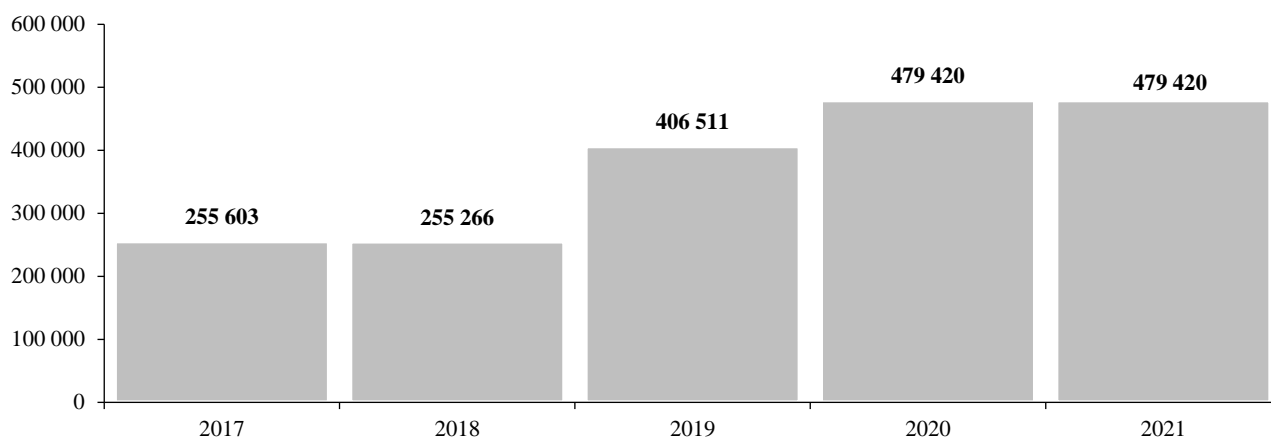
22.71 In response, the subprogramme will differentiate between crisis-affected cases. This includes, for example, differentiating between people living in poverty as a result of economic and labour market pressures or as a result of sociopolitical and economic crises and people who have to rely long term on some form of social safety net programme as they are labour-constrained because of their legal, health or social status. This may require additional investments and communication with stakeholders to explain and understand the rationale and impact of those changes. UNRWA will also increase its efforts to target particularly vulnerable groups by expanding or retargeting its social safety net programme to enrol more of them and provide meaningful transfer amounts. In parallel, the Agency will continue identifying crisis-affected populations, providing them with emergency assistance on the basis of identified needs.

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

22.72 This work is expected to contribute to ensuring that Palestine refugees are able to meet their basic human needs of food, shelter and environmental health, which would be demonstrated by 479,420 people benefiting under the social safety net programme, focusing on Jordan, Lebanon, the Syrian Arab Republic and Gaza, in addition to crisis-affected persons benefiting from emergency assistance.

Figure 22.X

Performance measure: number of Palestine refugees benefiting from access to the social safety net programme per year



Deliverables

22.73 Table 22.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 22.6

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: provision of 1.7 million food and cash transfers to beneficiaries; and rehabilitation of 1,802 shelters.

Programme 23

Humanitarian assistance

Legislative mandates

General Assembly resolutions

46/182; 73/139	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/12	Renewing the United Nations: a programme for reform	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
52/167	Safety and security of humanitarian personnel	74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
60/1	2005 World Summit Outcome	74/116	Safety and security of humanitarian personnel and protection of United Nations personnel
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/160	Protection of and assistance to internally displaced
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council		

Economic and Social Council resolutions

2019/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions and presidential statements

1894 (2009)	Protection of civilians in armed conflict	2486 (2019)	Extension of the mandate of the United Nations Support Mission in Libya
2222 (2015)	Protection of civilians in armed conflict (protection of journalists)	2489 (2019)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2286 (2016)	Health care workers and facilities in armed conflict	2497 (2019)	Extension of the mandate of the United Nations Interim Security Force for Abyei
2417 (2018)	Armed conflict and food insecurity	2499 (2019)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
2470 (2019)	Extension of the mandate of the United Nations Assistance Mission for Iraq	2502 (2019)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2472 (2019)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia	2504 (2020)	Renewing and amending the authorization for the cross-border delivery of humanitarian assistance in the Syrian Arab Republic
2474 (2019)	Protection of civilians in armed conflict (missing persons in armed conflict)	2514 (2020)	Extension of the mandate of the United Nations Mission in South Sudan
2475 (2019)	Protection of civilians in armed conflict (protection of persons with disabilities in armed conflict)	2516 (2020)	Extension of the mandate of the United Nations Assistance Mission in Somalia
2480 (2019)	Extension of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali	2517 (2020)	Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur

Programme of work

Subprogramme 1 Policy and analysis

Objective

23.1 The objective is to improve the strategic and operational coherence of humanitarian response.

Deliverables

23.2 The below table lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
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
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
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. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
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
Technical materials (number of materials)	2	5	2	2
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	3	1	1
9. Studies, guidance and policy analysis on developments in the humanitarian sector	1	2	1	1

Subprogramme 2

Coordination of humanitarian action and emergency response

Objective

23.3 The objective is to ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies.

Deliverables

23.4 The below table lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
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
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
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. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
4. Workshops on humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	2	2	2
C. Substantive deliverables				
Humanitarian assistance missions: strategy-building missions to review humanitarian needs and design appropriate response strategies.				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; meetings with donors, informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for specific countries and regions affected by humanitarian emergencies; meetings with humanitarian organizations on operations, policies and coordination arrangements; and meetings with Member States, regional organizations and the private sector on common humanitarian actions.				
Databases and substantive digital materials: access to monitoring mechanisms in support of operational partners; update and maintenance of the roster for resident coordinators/humanitarian coordinators.				
D. Communication deliverables				
Outreach programmes, special events and information materials: organization of meetings and special events on specific complex emergency situations; Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
E. Enabling deliverables				
Administration: 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

23.5 The objective is to prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters.

Deliverables

23.6 The below table lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.3

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	3	2
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)	1	1	2	1
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
3. General Assembly plenary (Second Committee), agenda item on sustainable development.	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	29	29	29	29
4. National, regional and interregional projects related to the implementation of the Sendai Framework	29	29	29	29
Seminars, workshops and training events (number of days)	323	328	323	323
5. Capacity development training and workshops for regional, national and local disaster risk reduction planning and implementation and monitoring of the Sendai Framework	323	328	323	323
Publications (number of publications)	4	4	3	5
6. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	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	1	1	—	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
Technical materials (number of materials)	11	16	11	14
10. Best practices, standards, guidance and other tools to promote learning and knowledge-sharing for the monitoring and implementation of the Sendai Framework	9	14	6	10

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
11. Policy guidance on the application of risk knowledge	1	1	–	1
12. Outcome documents of the regional and global platforms	1	1	5	3

C. Substantive deliverables

Consultation, advice and advocacy: formulation of regional, subregional, national and local strategies and plans; national contingency planning and disaster preparedness; risk governance capacities of local and urban bodies; and intergovernmental processes to advance the implementation of the Sendai Framework, to support policy coherence on disaster risk reduction across sectors, such as 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 to 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 through its results framework and the Economic and Social Council integration segment, among others.

Databases and substantive digital materials: maintenance and further enhancement of the Sendai Framework monitor for monitoring and reporting; monitoring the Framework annually; further operationalization of the global risk assessment framework; and assistance in establishing and managing disaster loss databases.

D. Communication deliverables

Outreach programmes, special events and informative materials: organization of regional platforms and high-level 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.

External and media relations: 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.

Subprogramme 4 Emergency support services

Objective

23.7 The objective is to expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

Deliverables

23.8 The below table lists all deliverables, by category and subcategory, for the period 2019-2021, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.4

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	5	5	5
1. Project on interoperability of response tools and procedures	1	1	1	1
2. Projects on response capacity-building	6	4	4	4

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Seminars, workshops and training events (number of days)	50	50	50	50
3. Regional and international trainings, 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; and International Search and Rescue Advisory Group humanitarian programme cycle)	50	50	50	50
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
Humanitarian assistance missions: 3–5 United Nations humanitarian civil-military coordination support missions (upon request) annually; 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.				
Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services, including: (a) revision of International Search and Rescue Advisory Group guidelines; and (b) update and maintenance of electronic tools related to rapid response and humanitarian coordination.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual partnership and outreach event to facilitate collaboration and interoperability among humanitarian responders; and approximately 3–5 norms/guidance/tools on emergency response services annually.				
Digital platforms and multimedia content: update and maintenance of websites dedicated to various technical humanitarian response services.				

Subprogramme 5

Humanitarian emergency information and advocacy

Objective

23.9 The objective is to ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies.

Deliverables

23.10 Table 23.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 23.5

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***C. Substantive deliverables**

Consultation, advice and advocacy: 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 inter-sectoral analysis outputs); and quality-assured data for use by operational partners.

Databases and substantive digital materials: updating and maintenance of field guides, maps and other logistics information for humanitarian actors 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.

D. Communication deliverables

Outreach programmes, special events and information materials: 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 humanitarian issues and specific emergency situations.

External and media relations: releases and briefings on the launch of the Global Humanitarian Overview (annual consolidated appeals) and on humanitarian emergencies; and field missions to highlight humanitarian issues and the work of the Office for the Coordination of Humanitarian Affairs with media representatives and advocates, depending on field travel.

Digital platforms and multimedia content: manage and support humanitarian community digital platforms, 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 communication technologies: 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.

Programme 24

Global communications

Overall orientation

Mandates and background

24.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [13 \(I\)](#), [73/346](#) on multilingualism, and, most recently, [74/92](#) A and B on questions relating to information. The world faces grave, complex and evolving challenges. The Department will leverage the power of communications to tell the United Nations story to global audiences in many languages and across multiple platforms in order to mobilize concerted action in support of the United Nations agenda.

Strategy and external factors for 2021

24.2 The overall programme plan for 2021 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. To fulfil its responsibilities, the Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; close working relationships with stakeholders, the substantive departments and offices of the Secretariat and entities of the United Nations system and other key partners; enhanced audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products; targeted use of the latest information and communications technologies in traditional, social and digital media to deliver information directly and instantaneously worldwide to key audiences; and rigorous evaluation tools and processes to measure the impact of campaigns in order to learn and to adjust the Department's work.

24.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, balanced and multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with the help of a wide array of partners, including Member States, civil society, academia, the media and, in particular, youth, to expand programmatic impact. The Department also provides information and services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.

24.4 The reform of the Department, initiated in 2018, sought to improve the full, effective and efficient implementation of its mandates, both at Headquarters and in the field. As reflected in the name change, the Department moved from an emphasis on public information to one of focusing on connecting with and engaging audiences. The aim of the reform was to strengthen the Department's ability to engage audiences in languages and on platforms where they receive their information. In an era of rapidly evolving technology, the Department had to move beyond providing information to

capturing people's imaginations, building compassion among the people of the world and mobilizing them to act. To that end, the Department has been working to become more strategic and more integrated through improved planning, so that its campaigns, news and social media coverage and its outreach efforts to different constituencies, including through the global network of United Nations information centres, reinforce each other for greater impact. For example, the impact during the general debate of the General Assembly at its seventy-fourth session significantly increased as a result of more strategic planning and more integrated multimedia production. The Department created multilingual content and distributed it in real time across multiple platforms to the global public. A record number of 2.6 million views of the general debate were registered on the United Nations YouTube channel. Broadcasters aired video packages on the general debate at least 20,000 times during the month of September 2019, double the number from 2018. Finally, the United Nations social media accounts reported significant increases in followers across languages and across platforms during the general debate. The United Nations flagship Facebook, Instagram and Twitter accounts in English alone added a collective 350,000 followers that month.

24.5 The Department continues to put accuracy, timeliness and trustworthiness at the centre of its work. In an age when misinformation and hatred are disseminated to sow bigotry, promote discrimination and undermine civil discourse, United Nations communications, including crisis communications, strive to serve as a source of reliable, fact-based information that advances the work, principles and purposes of the United Nations.

24.6 Measuring impact is increasingly central to the work of the Department. A culture of evaluation already informs the Department's approach, which includes in-depth analysis to measure impact, to identify gaps and to help to formulate best practices, as well as lessons learned. The Department uses that information to determine how well campaigns performed, where there were weaknesses, what were the strengths and what can be improved going forward. An example was the comprehensive gender analysis of the Department's work. The evaluation reviewed whether the Department was combating gender stereotypes and promoting the realization of Sustainable Development Goal 5. The results of the evaluation led to adjustments in the work of the Department and informed its gender strategy.

24.7 In line with the request of the General Assembly in its resolution [72/303](#), the Department is taking concrete measures to enhance its in-house capacity for self-evaluation. The goal is to position the United Nations as a leading voice for the work it carries out and the issues it deals with and to sustain public support. Currently, there is a gap in the understanding of the impact of the communications efforts geographically, across languages and across target audiences. To assess the needs of target audiences requires analysis of their journey from interest to understanding to action. The Department has been stymied by fragmented data collection and limited tools for analysis, as well as an absence of capacity for clear and compelling data visualization. To address that gap, the Department aims to strengthen its evaluation and communications measurement by building an internal structure that will allow it to be data-driven and add capacity through the use of up-to-date technology and tools. Improved insights through investment in data collection and analysis will enable the Department to better tell the United Nations story and evaluate the impact of its campaigns.

24.8 In compliance with the request of the General Assembly in paragraph 61 of its resolution [74/262](#), the Department, through its News services subprogramme, continued its efforts to maintain and further improve the accuracy and timeliness of the meeting-coverage press releases it produces. While accuracy has always been paramount, the subprogramme will continue to strive to reduce errors in 2020. Despite

the enormous time pressure covering live meetings, errors were kept at a minimal level. During 2019, out of the 14,455 pages published, the meetings coverage team were alerted to a handful of errors, all of which were verified and rectified immediately. The meetings coverage team will seek, whenever possible, to hear briefings by secretariats or organizing entities of meetings it covers ahead of a session in order to foster deeper understanding of issues on the agenda. The English and French teams will also continue to follow the established mechanism to discuss and compare notes in order to ensure editorial consistency, while taking into account the interest of the readers in the respective language. The press releases were read online by people from 240 countries and territories. For example, during the main part of the seventy-fourth session of the General Assembly, from 17 September to 27 December 2019, the press releases websites (www.un.org/press/en and www.un.org/press/fr) registered around 1.9 million page views from around 888,000 unique users, a 10 per cent and 16 per cent increase, respectively, from the same period in 2018.

24.9 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;
- (b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.

24.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Drawing on lessons from its 2019 gender evaluation report on the integration of gender equality and the empowerment of women, the Department developed a framework to address gaps identified in the evaluation. The strategic communications guidance of the Department now includes gender as a key priority, and a gender perspective is mainstreamed into the work of the Department as a matter of practice. The Department is promoting the balanced presence of women and men, as well as a multidimensional representation and portrayal of women and men, in all of its products, campaigns, events and activities. Gender stereotypes and discrimination against women are challenged by offering a wide range of alternative perspectives, including the representation and participation of women as a key communications focus area, helping to ensure that all media products, campaigns and outreach efforts are gender-inclusive and promote gender equality and women's empowerment.

24.11 In line with the United Nations Disability Inclusion Strategy, the Department has identified focal points to help to develop a common and coordinated approach to the implementation of relevant General Assembly mandates and to making United Nations services and activities accessible for persons with disabilities. The focal points provide communications support to the Strategy, including by setting accessibility standards for United Nations websites, developing a dedicated website and providing internal communications support through iSeek, the United Nations intranet.

24.12 With regard to cooperation with other entities, the Department works collaboratively with an array of partners, including civil society, Member States, non-governmental organizations, academia, the media and the private sector. The Department has developed a more strategic and streamlined approach to partnerships to enhance its ability to target and deliver its message to an even wider community, including young people around the world, in a variety of ways.

24.13 With regard to inter-agency coordination and liaison, as the secretariat for the United Nations Communications Group and its various task forces on subject matters, the Department works to strengthen the coordination of communications, including crisis communications, across the United Nations system, including through United

Nations communications groups at the country and regional levels, in order to harmonize communications on specific issues for greater impact. Coordination has also been strengthened through the integration of United Nations information centres with resident coordinator offices, in line with the implementation of the United Nations development system reform. The Department has worked closely with the Development Coordination Office on all practical aspects of fully implementing this part of reform across the Department's field offices. As a result, with a few exceptions, all information centres located in countries with resident coordinators have fully integrated with the resident coordinator offices, and the majority are now physically co-located. The Department's field staff serve as communications officers and advisers to resident coordinators and work under their direct supervision. As part of the integration process, the Information Centres Service worked with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence, to expand the Department's global communication reach.

Legislative mandates

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

General Assembly resolutions

13 (I)	Organization of the Secretariat	64/13	Nelson Mandela International Day
168 (II)	United Nations Day	70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
423 (V)	Human Rights Day		
32/40 B	Question of Palestine		
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	73/79	United Nations Disarmament Information Programme
36/67	International Year of Peace and International Day of Peace	73/262	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
54/134	International Day for the Elimination of Violence against Women		
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	73/346	Multilingualism
57/129	International Day of United Nations Peacekeepers	74/21	Follow-up to the Declaration and Programme of Action on a Culture of Peace
60/7	Holocaust remembrance	74/92 A	Questions relating to information: information in the service of humanity
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	74/92 B	Questions relating to information: United Nations global communications policies and activities
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade	74/112	Dissemination of information on decolonization

Deliverables

24.15 Table 24.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 24.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
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

24.16 The self-evaluation on the integration of gender equality and the empowerment of women in the work of the Department, completed in 2019, has guided the programme plan for 2021.

24.17 The findings of the evaluation referenced above have been considered for the programme plan for 2021. Drawing on lessons from the gender evaluation report on the integration of gender equality and the empowerment of women, the Department developed a framework to address gaps identified in the evaluation. It also used the findings to prepare its new gender strategy for the period 2020–2022. Furthermore, the Department prepared guidelines and training materials on how to mainstream gender considerations into the Department's content production. The guidelines were used in the preparation of the Department's campaigns, including the ActNow campaign, and will inform the development of materials in support of the Sustainable Development Goals Media Compact in 2021.

24.18 A self-evaluation of the Department's solutions-based communications strategy is planned for 2021.

Programme of work**Subprogramme 1****Strategic communications services****Objective**

24.19 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

24.20 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will deliver strategic communications campaigns aimed at engaging audiences on United Nations priorities, including development, peace and security and human rights. The delivery of those campaigns will be facilitated through a variety of communications tools, including targeted messaging, issue-focused content and storytelling, demonstrating the impact of the Organization's work, drawing attention to solutions and successes

and engaging the United Nations Communications Group in coordinating communications activities across the United Nations system. This work is expected to result in harmonized communications on priority issues, increased knowledge and engagement of target audiences around the globe and further actions in support of United Nations priorities. Past results in these areas include the engagement of a global, youth-focused audience for action on climate change through the ActNow campaign, successful media partnerships to promote the Sustainable Development Goals and the growth from 31 to 76 members of the Sustainable Development Goals Media Compact; a public who are better informed on the Goals, with the United Nations web pages of the Goals in six languages viewed 24 million times in a year, more than any other pages on the United Nations website; increased public awareness of the contributions to peacekeeping by major troop- and police-contributing countries through wide media coverage of the Service and Sacrifice campaign; and a strong presence of the voices of United Nations officials in major media outlets through the placement of 16 op-ed articles in 287 news outlets in 2019.

24.21 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will also work to promote strategic communications priorities of the United Nations through its information centres by mobilizing and strengthening support at the country level, strengthening the integration of United Nations information centres with resident coordinator offices, as mandated by the United Nations development system reform, and designating information centres to assist other centres in their respective regions by sharing expertise and resources and developing targeted and localized messages and communications campaigns. This work is expected to result in global reach of communications campaigns tailored to regional or subregional needs, taking into account the linguistic dimension of target audiences to better connect with them. Past results in these areas include enhanced engagement with targeted and local audiences through information centres using a greater number of languages for their websites, social media and outreach activities, and the increased strategic communications support provided by information centres to resident coordinator offices.

Planned results for 2021

Result 1: from an informed understanding to increasing engagement with United Nations campaigns (result carried over from 2020)

24.22 The subprogramme will continue the work related to campaigns for the Sustainable Development Goals, in line with its mandate, and will explore innovative approaches to attract larger audiences to the 2030 Agenda and the Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 24.2
Performance measure

2017	2018	2019	2020	2021
• N/A	<ul style="list-style-type: none"> • 15.5 million visitors to the Sustainable Development Goals website • Sustainable Development Goals Media Compact launched 	<ul style="list-style-type: none"> • 16.8 million visitors to the Sustainable Development Goals website • Sustainable Development Goals Media Compact participation increases to 45 members 	<ul style="list-style-type: none"> • 17.6 million visitors to the Sustainable Development Goals website • Sustainable Development Goals Media Compact participation increases to 60 members 	<ul style="list-style-type: none"> • 18.5 million visitors to the Sustainable Development Goals website • Sustainable Development Goals Media Compact participation increases to 150 members

Abbreviation: N/A, not applicable.

Result 2: mobilizing the media for implementation of the Sustainable Development Goals (new result)

24.23 The Secretary-General launched the Sustainable Development Goals Media Compact in September 2018 to leverage the resources, creative talent and influence of news and entertainment media to advance implementation of the Sustainable Development Goals. With an audience spanning more than 80 countries across four continents, the Compact has become a powerful driver for advocacy for, action on and accountability for the Goals.

24.24 The subprogramme has grown the Compact's membership steadily, from 31 founding members in 2018 to 76 members in 2019, expanding the Compact's reach and ability to mobilize support for the Goals. The Compact includes large media companies, comprising established print outlets, influential television broadcasters and newer digital publishers. Outreach to media partners has included collaboration with United Nations information centres and also subprogramme 3, which aligns with the Compact in its goal to engage targeted audiences in the Goals.

24.25 The subprogramme has also strengthened coverage of the Goals by Compact members. Examples include coverage of key events, such as International Women's Day, the 2019 Climate Action Summit and the Sustainable Development Goals Summit, by most major outlets, along with reports on the launch of the United Nations world population estimates. Examples of other published features include a front-page Sustainable Development Goals quiz series, an in-depth interview with a minister in charge of the Sustainable Development Goals and a focus on innovations and solutions by a news network, reaching over 100 news outlets. Through continuous growth and with an increased focus on solutions, impact and human stories, the Compact is expected to continue to effectively strengthen support and mobilize action for the Goals, the agenda driving the work of the United Nations system.

Internal challenge and response

24.26 The challenge for the subprogramme was to ensure global participation of media organizations and to engage participating media organizations on an ongoing basis. In response, the subprogramme will continue to develop monthly editorial material, containing facts and figures, information about topical United Nations

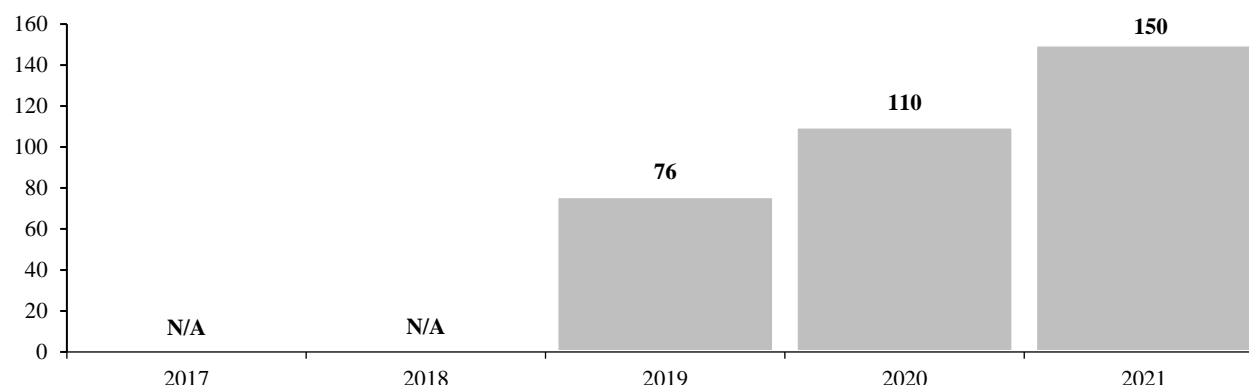
reports and conferences and feature stories illustrating promising efforts around the world, which are meant to serve as inspiration for further reporting. The material will be distributed on an advance basis to Compact members before being circulated widely among global audiences. The subprogramme's coordinated and sustained outreach effort to the media will continue to involve both Headquarters and United Nations information centres. An information kit detailing the nature and expectations of the Compact, along with a letter of intent to be signed by participating organizations, will continue to be made available to information centres to facilitate their efforts.

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

24.27 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by an increase in the Compact's membership from 110 media entities in 2020 to 150 media entities in 2021.

Figure 24.I

Performance measure: number of members of the Sustainable Development Goals Media Compact, 2017–2021



Abbreviation: N/A, not applicable.

Deliverables

24.28 Table 24.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 24.3

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	26	26	26
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
3. International Media Seminar on Peace in the Middle East	2	2	2	2

D. Communication deliverables

Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences through around 1,300 lectures, over 170 exhibits and the organization of over 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g., civil society, educational institutions, academia, governments and the private sector) and in local languages.

External and media relations: 250 press conferences, as well as briefings and panel discussions, on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including close to 200 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 over 100 radio and television programmes.

Digital platforms and multimedia content: campaigns and multilingual United Nations information centres websites and social media accounts.

Subprogramme 2

News services

Objective

24.29 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

24.30 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will produce and deliver timely, accurate and balanced news and, where feasible, customized news and information materials (textual, audiovisual and photographic) and services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage. This work is expected to result in an increase in the number of users of the subprogramme's products and services, more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media, subject to local technical considerations. Past results in these areas include increases in reach to and engagement with the principal website of the United Nations (www.un.org). Visitors to the website also spent a longer time on the site compared with 2018. United Nations News also saw a significant increase in its audience reach. The continued efforts to provide more multimedia and user-friendly content also resulted in a historic first in September 2019, when more people viewed United Nations News content on mobile devices than on desktop computers. On the United Nations webcast service and YouTube channel, there was an increase in users, who are staying longer on those platforms and watching more than they did previously, with the widest possible geographic reach of 235 countries and territories in 2019.

Planned results for 2021

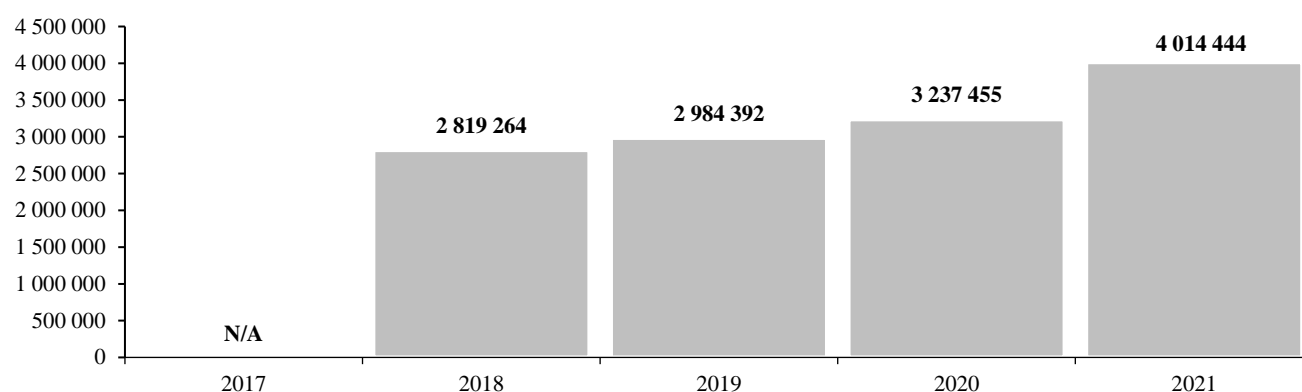
Result 1: engaging youth through digital dynamism (result carried over from 2020)

24.31 The subprogramme will continue the work related to deeper engagement with youth, in line with its mandate, and will improve communication tools for an enhanced and deeper engagement with younger audiences, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 24.II

Performance measure: total duration of visits to the United Nations website

(Number of hours)



Abbreviation: N/A, not applicable.

Result 2: multimedia content at a glimpse (new result)

24.32 The subprogramme produces a wealth of audiovisual materials, from feature documentaries to audio programming. Those materials and archived audiovisual content dating back to the League of Nations are made available to the media, governmental and intergovernmental bodies, civil society organizations and the public at large through key websites under the Department's management. While new products and services evolved, the Department's audiovisual content was spread across different websites. Consequently, visitors were not able to find all the audio, video or photo content they sought with one search.

24.33 With the evolution of new tools for live video streaming and photo management, the subprogramme is taking the opportunity to develop a unifying information technology platform that will enable visitors to access materials from one website and dramatically enhance the user experience. The new project is to be called the global integrated multimedia platform solution, and it will break down the silos of separate websites and provide a more audience-focused approach to delivering the Department's content across formats. Visitors will be able to explore and discover United Nations multimedia content, including about the Sustainable Development Goals.

24.34 The subprogramme also reviewed key websites, including the webcast, audiovisual library and photo websites, analysed search functions and conducted research on the standards and technologies used by the Internet search industry. Users

will benefit from a new, extensive search engine that will permit the same search across audio, video and photo materials. As part of the project, the subprogramme is also working on a new overarching website in a phased approach, which will have on it all types of audiovisual content (audio, video and photo), each available through common navigation, thereby creating a complete United Nations ecosystem of multimedia and multilingual communication products.

Internal challenge and response

24.35 The challenge for the subprogramme was that visitors were not able to easily find all the audio recordings, videos or photographs they sought with one search. They had to work through different websites to access different kinds of media materials, which would eventually discourage visitors from continuing to search within the website. In response, the subprogramme will implement the global integrated multimedia platform solution, which will house all audiovisual products on one website, thereby breaking down the silos of separate websites for related content and providing a more audience-focused approach to delivering content across formats.

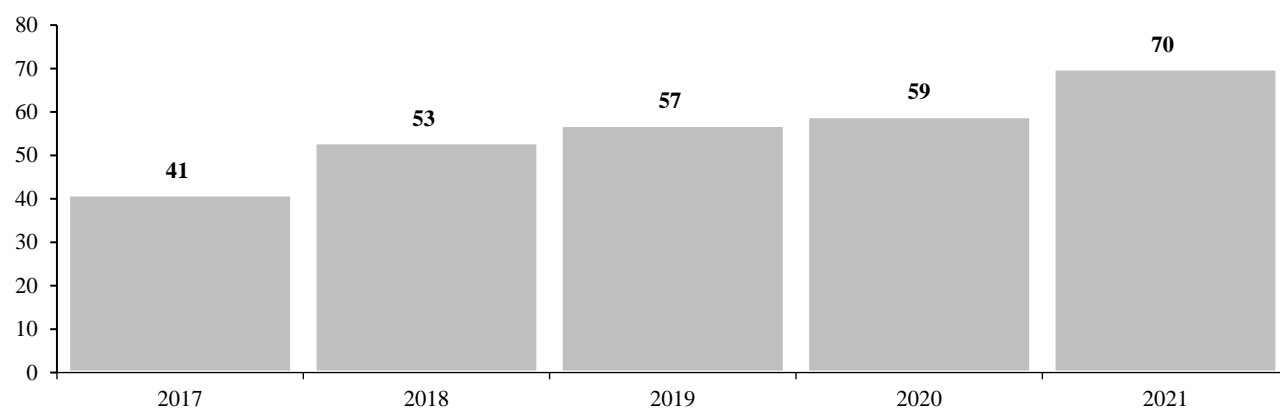
Expected progress towards the attainment of the objective, and performance measure

24.36 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by increased page views and watch time, from 59 million minutes in 2020 to 70 million in 2021. The Department expects that visitors will remain on the site longer, with an updated, more modern look and feel, a better search function and the easier use of United Nations materials by media professionals and other partners. The new platform, which will include pages for webcasts, the audiovisual library and photographs, is expected to be rolled out by the end of 2020.

Figure 24.III

Performance measure: watch time per year

(Millions of minutes)



Deliverables

24.37 Table 24.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 24.4

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***D. Communication deliverables**

External and media relations: accreditation of and services to 6,000 members of the media, covering the United Nations meetings; coverage of 3,000 intergovernmental meetings, totalling over 14,000 pages; 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, totalling over 1,700 assignments.

Digital platforms and multimedia content: Daily multimedia content – audio, video and text – in the six official languages and four non-official languages (Hindi, Kiswahili, Portuguese and Urdu) 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), United Nations observances and major global campaigns in the six official languages (comprising some 250 websites); assistance to United Nations entities to ensure that their websites meet the requirements for United Nations language parity (some 45 websites); live television coverage, including 2,000 live streams and the posting of 7,500 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, including the distribution of 15,000 audio and video assets.

Subprogramme 3

Outreach and knowledge services

Objective

24.38 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

24.39 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society. The subprogramme will organize briefing programmes, special events, guided tours and interactive workshops, such as the Model United Nations, with a focus on the Sustainable Development Goals, the Holocaust and the transatlantic slave trade, targeting youth in particular. It will create publications, research guides and exhibits on the same priorities and for the same target audience. The subprogramme will develop communications materials, logos and branding in support of United Nations priorities. This work is expected to result in a better understanding of the principles and purposes of the United Nations, as well as mobilizing youth and student participation in local, regional or national political, non-governmental and intergovernmental processes. Past results in these areas include the outcome of an interactive student workshop organized by the Holocaust and the United Nations Outreach Programme on the rights of refugees, following which 86 per cent of participants said that they would take action to raise awareness of the rights of refugees.

24.40 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will also develop and maintain strategic partnerships with the entertainment and advertising industries, major sports and international events and institutions of higher education and research, targeting youth in particular. The subprogramme will work with partners

to develop multilingual, effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the 2030 Agenda for Sustainable Development. The subprogramme will broaden the geographical and demographic diversity of its partners, which is expected to result in mobilizing youth and student activity to advance implementation of the Sustainable Development Goals and foster a new generation of leaders committed to the principles and values of the United Nations. Past results in these areas include work with academic institutions around the world, undertaking research that has contributed to the realization of the Goals. Students and academics created over 100 research projects addressing pressing issues, from food insecurity to climate change.

24.41 In addition, to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will facilitate knowledge-sharing and the preservation of United Nations information for internal and external audiences, which is expected to result in increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, youth, schools and the general public for improved engagement, awareness and decision-making. Past results in these areas include the consolidation of knowledge on unified platforms for internal and external use, built using modern technology to improve access to information. Such platforms include the United Nations Digital Library, as well as the United Nations intranet, iSeek, which won the United Nations Secretary-General Award for 2019 in the category of “staff engagement”.

Planned results for 2021

Result 1: leveraging partnerships with Tokyo 2020 and Expo 2020 Dubai for the seventy-fifth anniversary of the United Nations (result carried over from 2020)

24.42 The subprogramme will continue the work related to partnerships, in line with its mandate, and will participate in major events to generate greater commitment to the United Nations values and the 2030 Agenda, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 24.5

Performance measure

2017	2018	2019	2020	2021
N/A	Need for more engagement by partners through a new strategic approach to partnership management	Partners start to engage in the context of the new strategy for sustained partnerships	Partners are involved in support of the United Nations and the 2030 Agenda through the strategic approach for sustained partnerships	Increase in the duration of partnerships and expansion to wider geographical and sectoral diversity of partners engaged in a compact for the decade of action to deliver the Sustainable Development Goals by 2030

Abbreviation: N/A, not applicable.

Result 2: mobilizing strategic and sustained partnerships to accelerate the implementation of the Sustainable Development Goals (new result)

24.43 The launch of the decade of action to accelerate the implementation of the Sustainable Development Goals in 2019 has created momentum that needs to be maintained beyond the first year of the decade and enhanced through the commitments of existing and new partners across the fields of education, theatre, film, art, sport and advertising and the publication industry.

24.44 The subprogramme, guided by its strategic framework, advocacy, partnerships and knowledge-sharing, and building on its active objective of establishing a dedicated strategic partnership capacity for 2020, will make a concerted effort to increase the duration of partnerships and broaden the geographical and demographic diversity of partners with global, multidimensional and multilingual reach. This approach aims to take the subprogramme's engagement with partners beyond commitments to promote the Sustainable Development Goals to action, incorporating the principles of sustainability and interconnectivity of the Goals into their long-term strategic plans and regular activities.

24.45 The subprogramme also supported the creation of the first Sustainable Development Goals award at the Cannes Lions International Festival of Creativity in 2018, which was continued in 2019. The award represented a landmark in the advertising industry's support for the Goals. In 2019, the winners represented campaigns that not only were creative and impactful, but also were scalable and had the potential for global impact. Working with the advertising industry allows for amplification of the work of the United Nations. The partnership is stable and planned to be long-term, enabling the subprogramme to solicit commitment to concrete action in achieving the Goals. In 2020 and 2021, the subprogramme will continue to work with the advertising industry through the "Common Ground" initiative, the Cannes Lions Festival and the International Advertising Association. The engagement will aim to shift the industry's focus from raising awareness of the Goals to incorporating sustainability into its own work. In particular, the subprogramme will strengthen the collaboration with the Cannes Lions Festival around increased visibility and commitments to concrete actions to achieve the Goals. Similarly, in 2021, the subprogramme will develop existing relationships with major sporting event organizers, in particular the International Olympic Committee and the International Paralympic Committee, to highlight the role of sport in development and peace. The subprogramme will also build on its leadership of the United Nations engagement with Expo 2020 Dubai to utilize the opportunity to strengthen support for the decade of action.

Internal challenge and response

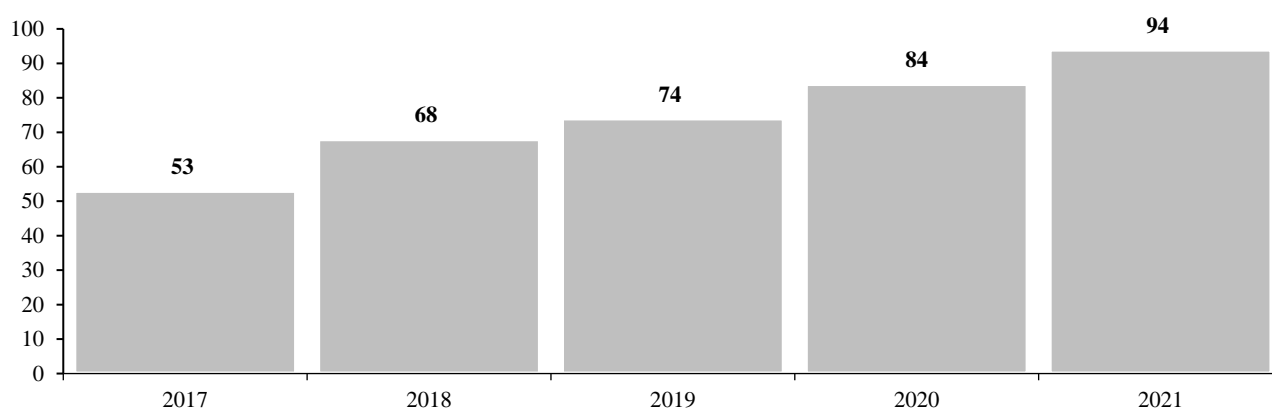
24.46 The challenge for the subprogramme was to build on the progress being made in 2020 with the creation of a dedicated strategic partnership capacity and the development of a related strategy to broaden the geographical and demographic diversity of the subprogramme's partners, who have global, multidimensional and multilingual reach, and to increase the duration of partnerships. In response, the subprogramme will focus on strengthening partnerships with entities such as the International Olympic Committee and the International Paralympic Committee to increase diversity. It will also continue to expand the existing relationship with the advertising industry in scope and duration to reach global audiences and mobilize action.

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

24.47 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by the increase in the number of partners focused on disseminating content and campaigns raising awareness of the Sustainable Development Goals, from 84 in 2020 to 94 in 2021, particularly in the advertising, entertainment and sports industries, to engage in projects, events and communication campaigns that span the rest of the decade and are aimed at popularizing the Goals, thereby contributing to the acceleration of implementation of the Goals.

Figure 24.IV

Performance measure: total number of partners focused on disseminating content and campaigns



Deliverables

24.48 Table 24.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 24.6

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
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
Substantive services for meetings (number of three-hour meetings)	20	20	20	20
2. Meetings of the Committee on Information	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	166	166	193	193
3. Briefings and communications workshops for non-governmental organizations and orientation programme for newly associated non-governmental organizations	3	3	27	27

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
4. Training courses, seminars and workshops on Dag Hammarskjöld Library services, including training on United Nations documentation (in English, French and Spanish) and online research of United Nations and non-United Nations resources on issues on the United Nations agenda	142	142	145	145
5. Reham Al-Farra Memorial Journalists' Fellowship Programme for young journalists and broadcasters from developing countries and countries with economies in transition	21	21	21	21

D. Communication deliverables

Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials on United Nations activities, such as UN Chronicle and The Essential UN, 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; multilingual guided tours to over 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 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; 700 graphic design products in support of branding, communication campaigns and information materials; student events, such as global videoconferences; guidance and expert advice to 800 organizations that host around 250,000 students at Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.

External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and 20 exhibit openings.

Digital platforms and multimedia content: updating and maintenance of iSeek (the Secretariat intranet), used by over 37,500 staff members across 100 countries, publishing 1,000 articles per year, e-deleGATE and United Nations Development Business.

Library services: United Nations digital commons: a secure digital United Nations central repository (the United Nations Digital Library), allowing access to over 2 million users per year; 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: United Nations parliamentary documents, publications and maps and other systems.

Programme 25

Management and support services

A. Department of Management Strategy, Policy and Compliance

Legislative mandates

General Assembly resolutions

58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	72/266 A and B;	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

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, management services, and management evaluation component of the administration of justice

Component 1

Enterprise resource planning solution

Objective

25.1 The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

Deliverables

25.2 Table 25.1 lists all deliverables, by category and subcategory, for the period 2019-2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	—
1. Progress report on the enterprise resource planning project	1	1	1	—
Substantive services for meetings (number of three-hour meetings)	6	3	3	—
2. Meetings of the Fifth Committee of the General Assembly	5	2	2	—
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	—

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
C. Substantive deliverables				
Consultation, advice and advocacy: Discussions with clients on integrating Umoja integration/deploying Umoja for the first time/applying Umoja to their business needs.				
D. Communication deliverables				
Digital platforms and multimedia content: Update and maintenance of Umoja website and social media accounts.				
E. Enabling deliverables				
Information and communications technology: Six software and applications continuous improvements; 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

25.3 The objective, to which this component contributes, is to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Deliverables

25.4 Table 25.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.2

Subprogramme 1, component 2: deliverables for the period 2019-2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	167	250	167	235
1. Notes on the programme of work of the Fifth Committee of the General Assembly	70	128	70	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	35	45	35	40
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	42	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	10	11	10	12
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	1	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	10	23	10	16
Conference and secretariat services for meetings (number of three-hour meetings)	200	197	200	200
7. Meetings of the Fifth Committee of the General Assembly	160	160	160	160
8. Meetings of the Committee for Programme and Coordination	40	37	40	40

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to Bureau members; consultation and advice to coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the Committees.

D. Communication deliverables

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 and maintenance of e-deleGATE.

Component 3

Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

Objective

25.5 The objective, to which this component contributes, is to ensure that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization; and to ensure proper decisions on and recording of disposal, loss, damage or other discrepancy involving United Nations property.

Deliverables

25.6 Table 25.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.3

Subprogramme 1, component 3 deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>

E. Enabling deliverables

Administration: Training and guidance for members of local committees on contracts and local property survey boards; advice on procurement and property policy documents; administration of the Electronic Committee of Contracts (eCC), a workflow application used by the Headquarters Committee on Contracts and local committees on contracts; and administration and maintenance of online learning tools for local committees on contracts and local property survey boards.

Internal justice and oversight: Substantive and technical servicing of the Headquarters Committee on Contracts and the provision of recommendations on proposed procurement awards to entity heads; substantive and technical servicing of the Headquarters Property Survey Board; field assistance missions to monitor the functioning of local committees on contracts; reports on the functioning of local committees on contracts and local property survey boards and procurement functions in the entities.

Component 4

Management evaluation component for the administration of justice

Objective

25.7 The objective, to which this component contributes, is to ensure greater personal accountability for decision-making.

Deliverables

25.8 Table 25.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.4

Subprogramme 1, component 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

Internal justice and oversight: 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; recommendations on systemic issues in respect of managerial decision-making authority; recommendations on circumstances in which delegated managerial authority may be withdrawn or referred for investigation; expert guidance to decision makers in the form of a periodic guide on lessons learned.

Subprogramme 2

Programme planning, finance and budget

Component 1

Finance

Objective

25.9 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.

Deliverables

25.10 Table 25.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.5

Subprogramme 2, component 1: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	12	12	12
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
Substantive services for meetings (number of three-hour meetings)	22	28	22	22
4. Meetings of the Fifth Committee of the General Assembly	18	24	18	18

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
5. Meetings of the Investment Committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	20	20	20	31
6. Meetings of the Committee on Contributions	20	20	20	31
B. Generation and transfer of knowledge				
Technical materials (number of materials)	777	777	777	776
7. Monthly reports on the status of contributions	12	12	12	12
8. Documents on the assessment of the contributions of Member States to the United Nations	15	15	15	14
9. Donor financial reports	750	750	750	750
C. Substantive deliverables				
Consultation, advice and advocacy: Advice to 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: Technical documents relating to the statement of internal control; consultations on the statement of internal control framework; advice on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on sustaining International Public Sector Accounting Standards (IPSAS) compliance; 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 on the management of extrabudgetary resources; development of accounting policies, practices and procedures; workshops on financial matters for chief finance officers and chief administrative officers; timely reporting of cases of fraud and presumptive fraud to the board of auditors; provision and management of life, health, property and liability insurance activities; administration of bank accounts worldwide, including maintenance of bank account signatory panels; establishment of the banking arrangement; processing payments for the house bank accounts managed by United Nations Headquarters; recording of incoming funds; assessment and support of 65 global cashiers and the approval of 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 investment; establishment of United Nations operational rates of exchange; 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; systems liaison with other Headquarters systems; review of 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 investment settlements; execution of foreign exchange transactions.				

Component 2

Field operations finance

Objective

25.11 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.

Deliverables

25.12 Table 25.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.6

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	48	50	46	43
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	28	28	26	23
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	—	2	2
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	10	6	6
Substantive services for meetings (number of three-hour meetings)	120	136	120	120
7. Meetings of the Fifth Committee of the General Assembly	70	78	70	70
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	50	58	50	50
B. Generation and transfer of knowledge				
Technical materials (number of materials)	5	3	5	5
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	3	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: discussions with Member States, including troop- and police-contributing countries, on financial matters with regard to field operations and liabilities of missions; advice to substantive committees of the General Assembly on potential budgetary implications.				
E. Enabling deliverables				
Administration: expert advice and guidance on budgeting and financial stewardship for field operations; four 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; 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

25.13 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans, 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.

Deliverables

25.14 Table 25.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.7

Subprogramme 2, component 3: deliverables for the period 2019-2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	71	76	71	81
1. Reports to the General Assembly on the proposed programme budget, including programme plan and performance information	47	48	47	48
2. Reports to the General Assembly on the proposed budget, and the revised estimates for the International Residual Mechanism for Criminal Tribunals	3	3	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	2	2	2
4. Statements to the General Assembly on the programme budget implications of draft resolutions	8	3	8	8
5. Ad hoc reports and conference room papers to the General Assembly on financial and budgetary matters	11	20	11	20
Substantive services for meetings (number of three-hour meetings)	125	176	120	176
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	67	97	67	97
7. Hearings of the Advisory Committee on Administrative and Budgetary Questions	58	79	53	79
B. Generation and transfer of knowledge				
Technical materials (number of materials)	109	86	109	99
8. Oral statements of programme budget implications arising from draft resolutions	93	80	93	93
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	6	16	6
C. Substantive deliverables				
Consultation, advice and advocacy: Briefings for Member States on programme planning and budgetary matters; advice on the potential budgetary implications of 500 draft resolutions of main committees of the General Assembly.				
E. Enabling deliverables				
Administration: 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

25.15 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.

Deliverables

25.16 Table 25.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.8

Subprogramme 3, component 1: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	10	5	5
1. Reports to the General Assembly	11	10	5	5
Substantive services for meetings (number of three-hour meetings)	45	286	133	115
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	10	148	6	7
3. Meetings of the Fifth Committee of the General Assembly	35	54	35	20
4. Meetings of the International Civil Service Commission		84	92	88

E. Enabling deliverables

Administration:

Strategy and policies: policy documents and tools on human resources policies and procedures, including on conditions of service and the enhanced delegation of authority (2); expert advice and authoritative guidance on human resources-related rules and policies (500); salary surveys; and provision of classification advice and related appeals.

Talent management and outreach: Talent management strategies, policies, processes and tools pertaining to diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices; outreach with a focus on online channels and platforms, and face-to-face activities, including five targeted outreach missions in unrepresented and underrepresented countries and participation in eight job fairs 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; and online and ad hoc reports for Member States on human resources information, including support for more than 180 users in permanent missions (100).

Organizational learning, performance management and staff development: strategies, programmes and tools to build leadership and management capacity, including the launch of the e-management certificate programme for all staff members with first reporting officer responsibilities; continuation of the United Nations System Executive Management Programme for 150 staff members at the P-4 and P-5 levels; management and leadership development programmes, including the United Nations Leaders Programme for 40 D-1 and D-2 staff members; support for the participation of 11 female staff members in the Leadership, Women and the United Nations Programme; leadership programmes and senior leadership support programmes for Assistant Secretaries-General and Under-Secretaries-General; strategic advice, tools and guidance on organizational development, including staff engagement survey, multilingualism, 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 development and growth; frameworks, strategies, tools and guidance on performance management.

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Internal justice and oversight: Serving as expert witness for testimonies to the United Nations Dispute Tribunals on matters of policy, compensation and conditions of service.				

Component 2

Administrative law

Objective

25.17 The objective, to which this component contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

Deliverables

25.18 Table 25.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.9

Subprogramme 3, component 2: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	45	19	20	20
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	10	4	5	5
3. Meetings of the Fifth Committee of the General Assembly	35	9	7	7
4. Meetings of the Special Committee on Peacekeeping Operations	–	2	2	2
5. Meetings of the Fourth Committee of the General Assembly	–	1	2	2
6. Meetings of the Sixth Committee of the General Assembly	–	1	3	3
7. Meetings of the Committee for Programme and Coordination	–	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, North Atlantic Treaty Organization and United Nations System Chief Executives Board for Coordination 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 (up to four updates to website content).				
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.				
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 on conduct and discipline and administration of justice matters; advice 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

25.19 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Deliverables

25.20 Table 25.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.10

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	3
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	3	2
Substantive services for meetings (number of three-hour meetings)	26	30	27	26
3. Hearings of the Advisory Committee of Administrative and Budgetary Questions	12	6	13	8
4. Meetings of the General Assembly	10	21	10	15
5. Meetings of the Independent Audit Advisory Committee	4	3	4	3
E. Enabling deliverables				
Administration: Workshops on enterprise risk management, results-based management, oversight focal points, data analytics and management dashboards; online training in evaluation and the Environmental Management System; annual reporting on Secretariat-wide environmental sustainability performance; quarterly key performance indicators report covering more than 230 entities with a delegation of authority; update and maintenance of the Secretariat-wide Risk Register; senior managers' compacts performance assessment for 50 entity heads; outreach and advocacy campaigns to raise awareness of fraud and corruption risks, environmental sustainability management, and organizational resilience management and evaluation; and continuous improvements in management dashboards and analytics.				

B. Department of Operational Support

Legislative mandates

General Assembly resolutions

72/266 A and B; Shifting the management paradigm in the 74/264 A–C Programme budget for 2020
73/281 United Nations

Programme of work

Subprogramme 1 Support operations

Component 1 Human resources support

Objective

25.21 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes, and offer the Organization talented and diverse staffing pools.

Deliverables

25.22 Table 25.11 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.11

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

Category and subcategory

E. Enabling deliverables

Administration: Serve as the primary client-facing entity for advice and support to Secretariat entities on all human resources matters, delivery of business process improvements and guidance related to senior managers in the exercise of their delegated authorities; provide advice and guidance on 2,500+ written requests for advice on entity human resources issues; devise a survey on client satisfaction with the human resources advice and guidance provided; report and advise entities on the use of staffing modalities, including non-staff capacities; provide tools for workforce planning, such as the staffing reviews toolkit, an organizational design toolkit and revised workforce planning guidelines; manage the yearly generic job opening schedule; provide guidance on the implementation of the Inspira talent management system; devise, administer and report on examinations, selections and certification tests; manage the language competitive examinations for 2,500+ candidates per year (posts at the P-2, P-3 and senior General Service levels requiring special language competence); develop, implement and improve digital testing and assessment tools for the recruitment of the General Service and related categories and the Professional and higher categories; place about 60 young professionals programme candidates and reassignment of young professionals staff after their initial two years of service.

Component 2 Capacity development and operational training

Objective

25.23 The objective, to which this component contributes, is to ensure that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them.

Deliverables

25.24 Table 25.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.12

Subprogramme 1, component 2: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***E. Enabling deliverables**

Administration: Capacity development programmes in the areas of human resources, finance, supply chain, medical, audit and information technology, among the functional areas supported. Sharing best practices, toolkits and methodology and providing skilled capacity and advice to clients in the area of business process improvement. The component also supports delivery of language programmes and communications skills for the Secretariat entities.

Component 3**Health care management and occupational safety and health****Objective**

25.25 The objective, to which this component contributes, is to ensure the occupational safety and health of the United Nations.

Deliverables

25.26 Table 25.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.13

Subprogramme 1, component 3: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***E. Enabling deliverables**

Occupational safety, health and well-being: Credentialing of health-care personnel (3,345 persons), assessing the standard of health-care quality and patient safety in United Nations health-care facilities (two level II hospitals assessed), and providing policy and support for health-care workforce management, medical equipment selection; overseeing occupational health and occupational safety services worldwide, including medical consultations, travel risk assessments of travelling staff (10,000 travel risk advisories and clearances), psychosocial services, medical entitlements, physical and mental health awareness and promotion campaigns, workplace risk assessments and safety incident investigation and assessment of risks (500 incidents reviewed); supporting emergency preparedness, including for mass casualty events, to identify capability gaps that could provide unacceptable risk to staff (three duty station preparedness assessments), and providing public health emergencies comprehensive guidance (two specific public health events of concern); and providing technical supervision of health and occupational safety services delegated to field duty stations, including audit of medical entitlements (review of 200 cases), and the development and delivery of occupational safety and health policy, tools and training to support field medical services.

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

Objective

25.27 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities.

Deliverables

25.28 Table 25.14 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.14

Subprogramme 2, component 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report of the Secretary-General on procurement activities, submitted to the General Assembly (biennial report)	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	5	5	–	4
2. Meetings of the Fifth Committee	4	4	–	3
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	42	44	44	46
4. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations (total 26 seminars, averaging two days per seminar)	42	44	44	46
C. Substantive deliverables				
Consultation, advice and advocacy: advice on further improvements based on the quarterly review of supply chain performance; facilitation of local procurement requests; provision of advice and presentation of procurement cases generated in global Secretariat entities to the Headquarters Committee on Contracts in accordance with the delegation of procurement authority framework; provision of advice to the integrated mission planning for new, emerging and surge operations; databases and substantive digital materials.				
D. Communication deliverables				
Outreach programmes, special events and information materials: system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; individual coaching sessions with Secretariat clients on supply chain performance improvement; annual five-day workshop on supply chain planning; annual five-day outreach programme on the transportation of passenger and cargo, including strategic lift of contingent; five-day outreach programme on strategic sourcing under the category management approach.				
Digital platforms and multimedia content: supply chain performance management framework, including baseline business intelligence, operational reporting and key performance indicators to measure and monitor the overall performance of supply chain management globally; creating a dedicated virtual space to spur on innovation and excellence in supply chain management; developing, monitoring and publishing business intelligence reports for all functions in the Secretariat-wide supply chain; annual update of Secretariat procurement statistics on the Procurement Division website for all clients to support the integrated end-to-end supply chain.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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E. Enabling deliverables

Administration: vendor registration support; development and piloting of new innovative projects, such as the introduction of e-tendering; registration of qualified suppliers worldwide; certification (professionalization) programme for procurement practitioners; advisory services on procurement matters for staff and clients/stakeholders in global Secretariat entities; annual global demand plan; global acquisition plan for annual publication; advice to client offices on matters related to their acquisition plans and strategic and operational acquisition priorities; strategic sourcing under category management; long-term plan to facilitate forecasting, source planning and delivery; 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; execution and management of air service contracts with commercial and military providers for 81 air services, as well as three unmanned aerial vehicle systems, across all client entities with air assets; sourcing, executing and managing approximately 130 contracts, including 100 global systems contracts, in the areas of engineering, transport, general supplies and medical support, as well as 30 turnkey contracts for fuel and rations for 36 categories across eight business areas, including design and review of technical specifications, solicitation documents and vendor submission; developing and implementing category strategy; negotiating, executing and administering commercial contracts and letters of assist for the procurement of goods and services; executing, managing, reviewing and updating 56 air charter agreements; arranging, facilitating and monitoring deployment and rotation movements and source solutions for approximately 180,000 uniformed personnel and associated cargo of approximately 65,000 tons annually by air, naval and ground transport modalities.

Component 2 Uniformed capabilities support

Objective

25.29 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.

Deliverables

25.30 Table 25.15 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.15

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	2	–
1. Report of the 2020 Working Group on Contingent-Owned Equipment	–	–	1	–
2. Report of the Secretary-General on the 2020 Working Group on Contingent-Owned Equipment	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	1	1	3	–
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	1	1	3	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	20	10	20
4. Training programmes and seminars to Member States on the various aspects of memorandum of understanding, contingent-owned equipment policies and procedures, as well as death and disability compensation claims	10	20	10	20

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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E. Enabling deliverables

Administration: new and amended memorandums of understandings for military and police contingents deployed to field missions; agreements negotiated and signed for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System; assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions; assessment and calculations of contingent-owned equipment reimbursement for military and police contingents deployed to field missions, personnel reimbursement for military and police contingents deployed to field missions; letter of assist reimbursement; assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions; calculation of proportional deduction to personnel reimbursement owing to absent of non-functional major equipment contributed to field missions; comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing. Statement of Unit Requirements concerning support/logistics and contingent-owned equipment.

Subprogramme 3

Special activities

Objective

25.31 The objective, to which this subprogramme contributes, is to ensure clients can respond to special situations.

Deliverables

25.32 Table 25.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objectives stated above.

Table 25.16

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

<i>Category and subcategory</i>

E. Enabling deliverables

Administration: Recruitment plan developed for each field operation a start-up, expansion or transition phase; dedicated in situ support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management; strategic assessments of mission requirements, set-up and resourcing; guidance on drawdown and transition of field operations; situational awareness and high-level reports on emerging requirements and operations; mission support concepts developed and updated to reflect new or changing operational environments in programme delivery; establishment of new partnership agreements on operational matters with regional and subregional organizations operational resourcing standards to guide the work of the Department of Operational Support and its client entities; financial models to forecast the implications of mandate changes; initial resource plans for the implementation of new or expanding field operations mandated by Security Council. Crisis response: 10 targeted crisis response capacity trainings delivered, five (5) major concrete operational engagements to manage and strengthen existing joint support arrangements, and/or explore new support arrangements, with regional and subregional organizations, Member States, agencies, funds and programmes.

Subprogramme 4

Administration, New York

Objective

25.33 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, logistics, information and other services in support of the efficient functioning of the Organization and an informed public on the work of the United Nations.

Deliverables

25.34 Table 25.17 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective above.

Table 25.17

Subprogramme 4: deliverables for the period 2019–2021, 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 approximately 30,000 inquiries on the current and past work of the United Nations.

Library services: Archives, records and information management services to preserve the institutional knowledge of the Organization, for all offices and departments and the special political missions. Provision of assessments on record-keeping to Secretariat entities globally.

E. Enabling deliverables

Administration: Processing federal, state and city tax reimbursement claims for approximately 3,400 staff members who are United States taxpayers.

Logistics: Operation, maintenance and alteration of 1,825,000 square feet of owned and leased premises; provision of facilities, space, asset and gift management services to New York entities; management of approximately 2,000 special, major and other events annually, including high-level events; warehousing and transportation services; review and processing of approximately 30,250 travel and 37,500 travel documents and visa requests annually.

Correspondence and documentation services: Servicing of approximately 900,000 postal, courier and diplomatic pouch shipment and provision of messenger services for the pick-up and delivery of approximately 800,000 mail pieces.

C. Office of Information and Communications Technology

Legislative mandates

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

Programme of work

Subprogramme 1 Strategy and technology innovation

Objective

25.35 The objective, to which the subprogramme contributes, is to maintain and enhance an innovative, secure, unified digital space for the United Nations safeguarded by an enabling normative framework.

Deliverables

25.36 Table 25.18 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.18

Subprogramme 1: deliverables for the period 2019–2021, 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 and Member States: repeatable technology solutions provided through United Nations Technology Innovation Labs and similar mechanisms, 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

25.37 The objective, to which this subprogramme contributes, is to achieve an optimized infrastructure for all United Nations entities, within which the Organization's global technology solutions, systems and applications are delivered securely and in an intuitive manner.

Deliverables

25.38 Table 25.19 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.19

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	26 910	31 515	32 460	33 434
Meetings of intergovernmental and expert bodies at Headquarters	26 910	31 515	32 460	33 434
E. Enabling deliverables				
Information and communications technology: hardware and infrastructure; and software and applications.				

Subprogramme 3

Enterprise solutions

Objective

25.39 The objective, to which this subprogramme contributes, is to ensure effective and efficient implementation of the mandates of the Secretariat entities, including through the delivery of enterprise applications, websites and knowledge-sharing solutions.

Deliverables

25.40 Table 25.20 lists all deliverables, by category and subcategory for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.20

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

<i>Category and subcategory</i>
E. Enabling deliverables
Information and communications technology: implementation and support for collaboration solutions; web content management platform; talent and performance management solutions; Umoja operations, including enhancements and support; enhancements and support for customer relationship management and service management solutions; safety and security solutions; specific programmatic solutions for peace and security, the Sustainable Development Goals and ICT for development; and common applications and data services used across multiple systems.

E. Administration, Geneva

Legislative mandates

General Assembly resolutions

24 (I)	Transfer of certain functions, activities and assets of the League of Nations	73/279 A	Special subjects relating to the programme budget for the biennium 2018–2019
72/303	Progress towards an accountability system in the United Nations Secretariat		

Programme of work

Subprogramme 1

Programme planning, finance and budget

Objective

25.41 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Deliverables

25.42 Table 25.21 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.21

Subprogramme 1: deliverables for the period 2019–2021, 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 posts (creation, extension, abolition and funding); financial reporting and accounting; cash and revenue management; cost recovery and billing; management of service arrangements with almost 50 client entities including quarterly cost recovery billing across more than 120 service lines; payments, payroll and disbursements; guidance and advice on all financial matters; medical insurance; administration of compensation claims; client service board meetings.

Subprogramme 2

Human resources management

Objective

25.43 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.

Deliverables

25.44 Table 25.22 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.22

Subprogramme 2: deliverables for the period 2019–2021, 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 staff contracts, benefits and entitlements; 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 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; host country residence permits in liaison with local authorities; occupational health and medico-administrative services, 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; respondent on behalf of the Organization to 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, on best practices and lessons learned to managers on matters related to administration of justice.

Subprogramme 3

Support services

Objective

25.45 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.

Deliverables

25.46 Table 25.23 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.23

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***E. Enabling deliverables**

Administration: Management and maintenance of United Nations premises, including its offices, technical infrastructure of conference rooms, annexes and parks; administration of the Common Procurement Activities Group for the United Nations offices and other participating entities; issuance of laissez-passer and other travel documents, travel arrangements for staff and meeting participants; briefing of Member States on supporting strategic heritage plan implementation and benefiting from the new facilities and fully utilizing the workspace.

Logistics: Planning and sourcing support for the acquisition of goods and services; issuance of purchase orders for goods and services; procurement of goods and services; 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); management of buildings consisting of 181,560m² containing 2,800 offices and providing redesigns and office furniture to serve the needs of the United Nations offices, other Secretariat departments and offices and other United Nations entities in Geneva; shipment of official property, bulk consignments for conferences and removal of personal effects and related insurance requirements; receipt and inspection, and onward distribution, of goods; provision of mail, pouch and distribution services for United Nations offices and other United Nations entities.

Subprogramme 4

Information and communications technology operations

Objective

25.47 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.

Deliverables

25.48 Table 25.24 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.24

Subprogramme 4: deliverables for the period 2019–2021, by 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

25.49 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.

Deliverables

25.50 Table 25.25 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.25

Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)				
Events for diplomats and United Nations staff and interns on the processes, working mechanisms and rules of the Secretariat and for career development	40	47	40	40
C. Substantive deliverables				
Consultation, advice and advocacy: Advisory services on records management.				
Databases and substantive digital materials: 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.				
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; 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.				

F. Administration, Vienna

Legislative mandates

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		

Programme of work

Subprogramme 1

Programme planning, finance and budget

Objective

25.51 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Deliverables

25.52 Table 25.26 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.26

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Consolidated budget for UNODC for the biennium	1	1	–	1
2. Performance report for UNODC for the biennium	–	–	1	–
3. Annual financial report and audited financial statements for UNODC	1	1	1	1
E. Enabling deliverables				
Administration: 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; cash and revenue management; accounting services, including processing for cost recovery; issuance of 27,000 United Nations Development Programme-related financial authorizations, payments, payroll and disbursements; guidance and advice on all financial matters; and management of after-service health insurance claims.				

Subprogramme 2 Human resources management

Objective

25.53 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 and gender balance.

Deliverables

25.54 Table 25.27 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.27

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

<i>Category and subcategory</i>
D. Communication deliverables
Outreach programmes, special events and information materials: outreach programmes, special events and information and broadcast materials; job fairs and career presentations, including those aimed particularly at women candidates and candidates from underrepresented countries and underrepresented regional groups; health- and wellness-promotion programmes in collaboration with other Vienna-based entities; and awareness-raising programmes on prohibited conduct and the Enabling Environment Guidelines for the United Nations System.

Category and subcategory

E. Enabling deliverables

Administration: human resources services; succession planning, organizational design, classification and reclassification of posts, outreach and full recruitment process, including administration of tests; expert advice on the conduct of staff selection processes, 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 22 training sessions on organizational and managerial competencies, substantive and technical skills, language and communication, and career development; orientation programmes for new personnel; 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 human resources practitioners, management and staff and client entities; 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, including coordination with the United Nations Office at Geneva and the Office of Legal Affairs on appeals brought before the United Nations Dispute and Appeals Tribunals; 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

25.55 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, asset management, travel and transportation, mail and pouch services, procurement, commercial activities, archives, records management and library services.

Deliverables

25.56 Table 25.28 lists all deliverables, by category and subcategory, for the period 2019–2021, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.28

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

Category and subcategory

D. Communication deliverables

Library services: knowledge services to enable evidence-based policymaking and facilitate research; digitize pages of official records and 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.

Travel management: arrangement of tickets, visas and laissez-passer for staff and meeting participants for Vienna-based United Nations Secretariat entities and over 70 UNODC field office locations.

Logistics:

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 70 UNODC field office locations.

Category and subcategory

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 requirements.

Mail services: provision of mail, pouch and distribution services for United Nations offices and other United Nations entities in Vienna.

Subprogramme 4

Information and communications technology operations

Objective

25.57 The objective, to which this subprogramme contributes, is to ensure the efficient and effective achievement of the functional and operational goals of the Organization in a more secure, coherent and resilient technology application hosting and infrastructure landscape.

Deliverables

25.58 Table 25.29 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.29

Subprogramme 4: deliverables for the period 2019–2021, 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 2,500 end-users; and advisory services on business solutions.

G. Administration, Nairobi

Legislative mandates

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
53/242	Report of Secretary-General on environment and human settlements		

Programme of work

Subprogramme 1

Programme planning, finance and budget

Objective

25.59 The objective, to which this subprogramme contributes, is to ensure the sound, effective and efficient financial management and reporting by client offices.

Deliverables

25.60 Table 25.30 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.30

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)				
Training events on financial topics	25	25	20	20
Publications (number of publications)				
Publications on financial statement volumes for UNEP and UN-Habitat	2	2	2	2
D. Communication deliverables				
Digital platforms and multimedia content				
Quarterly Programme Planning, Finance and Budget Section newsletter				
E. Enabling deliverables				
Administration: 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; 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, management of 14,103 grants.				

Subprogramme 2

Human resources management

Objective

25.61 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.

Deliverables

25.62 Table 25.31 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.31

Subprogramme 2: deliverables for the period 2019–2021, 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; performance management; inter-agency coordination on learning in support of Nairobi-based United Nations entities; administration of tests; health campaigns, including to the relation of the mental health strategy; talent acquisition (316 recruitment actions for staff and 2,177 recruitment actions for consultants); classification of positions 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 staff surveys on cost of living, maximum rent levels and local salary surveys; staff pay and benefit services; expert advice and guidance on human resources policies, 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

25.63 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.

Deliverables

25.64 Table 25.32 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.32

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***E. Enabling deliverables**

Logistics: Shipment of official property, bulk consignments for conferences, and the removal of personal effects and related insurance requirements; mail, pouch, distribution, registry and archiving services; management and maintenance of United Nations-owned land/premises/buildings (140 acres), including its offices, 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; asset management, including physical verification of assets and monitoring of property records, plant and equipment and financial and non-financial inventories, warehousing and disposal; planning procurement and sourcing support for the acquisition of goods and services; issuance of purchase orders for goods and services; receipt and inspection; issuance of laissez-passer and other travel documents, travel arrangements for staff and meeting participants (14,663 travel and transportation requests); and handling of all privileges and immunities for entitled staff for United Nations entities subscribed to the host country services provided by the United Nations Office at Nairobi on behalf of the Government of Kenya.

Subprogramme 4

Information and communications technology operations

Objective

25.65 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 a secure, coherent and resilient technology services and infrastructure backbone.

Deliverables

25.66 Table 25.33 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 25.33

Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communication 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 end users (2,300 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, 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 objective, including the provision of reliable oversight services.

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; undertakes assurance and performance audits to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates; and assesses the effectiveness of the systems 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, advising on the effective discharge of its responsibilities and on the implementation of recommendations, encouraging self-evaluation and ascertaining whether programme managers are given appropriate methodological support.

Strategy and external factors for 2021

26.6 The strategy for 2021 includes a focus on four thematic areas: (a) implementation of the Secretary-General's reforms; (b) organizational culture (including investigations of sexual exploitation and abuse, sexual harassment, fraud and corruption, and other forms of misconduct); (c) procurement and supply chain management; and (d) missions in drawdown or transition. A focus on those areas will enable the Office to provide timely and relevant advice to the Organization on issues of strategic importance and potential risk to the implementation of the Organization's mandates and achievement of results.

26.7 During 2021, the Office will also continue the initiatives begun in 2020 to ensure that staff are equipped with the knowledge and skills necessary to provide relevant and insightful advice on improving organizational performance, results and impact. In particular, the Office will continue to strengthen its practices in the areas of performance audit, programme evaluation and timely and victim-centred investigations.

26.8 The Office will also aim to strengthen engagement with the senior leadership of the Organization, providing timely assurance and advice on issues related to the efficient, economical, effective and ethical management of resources.

26.9 With regard to the external factors, the overall plan for 2021 is based on the planning assumption that there will be no security issues that impede access to programmes.

26.10 To ensure the most effective use of resources and to increase its impact, the Office will strive to maintain a working environment within it that emphasizes individual responsibility and that fosters harmony, learning and professionalism.

26.11 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, through its oversight activities, the Office supports gender mainstreaming efforts across the Organization. As part of the risk assessment process for each assignment, the Internal Audit Division assesses any gender-related risks and includes appropriate audit coverage. The Inspection and Evaluation Division conducts its evaluations in accordance with relevant General Assembly resolutions and United Nations Evaluation Group guidance documents. In the areas of sexual exploitation and abuse and workplace sexual harassment, the Investigations Division has developed a gender-responsive, victim-centred investigations methodology.

26.12 The Office is also committed to pursuing the goals of inclusion and empowerment of persons with disabilities and their rights, well-being and perspectives, and will report on its performance against the accountability framework contained in the United Nations Disability Inclusion Strategy. In 2021, through its audit, inspection and evaluation activities, the Office will also enhance its support for ensuring that United Nations entities are accountable for their performance with regard to the inclusion of persons with disabilities and their human rights.

26.13 With regard to cooperation with other entities, the Office coordinates its work with the Board of Auditors and the Joint Inspection Unit. With regard to inter-agency coordination and liaison, the Office maintains a close working relationship with the other oversight functions of the United Nations system through the Representatives of Internal Audit Services of the United Nations Organizations, the United Nations Representatives of Investigative Services and the United Nations Evaluation Group.

Legislative mandates

26.14 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
54/244	Review of the implementation of General Assembly resolution 48/218 B	64/263	Review of the implementation of General Assembly resolutions 48/218 B , 54/244 and 59/272
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	69/253	Review of the implementation of General Assembly resolutions 48/218 B , 54/244 , 59/272 and 64/263
60/1	2005 World Summit Outcome	74/257	Review of the implementation of General Assembly resolutions 48/218 B , 54/244 , 59/272 , 64/263 and 69/253
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies		

Deliverables

26.15 Table 26.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 26.1

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (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
Substantive services for meetings (number of three-hour meetings)	43	43	37	19
3. Meetings of the Fifth Committee	8	8	8	8
4. Meetings of the Committee for Programme and Coordination	27	27	21	3
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	4	4	4
6. Meetings of the Independent Audit Advisory Committee	4	4	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	–	–	2	2
7. Semi-annual report to the Secretary-General	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice on cross-cutting issues related to governance, risk management and control, as well as the results of oversight activities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: content on social media platforms, briefings and lectures on oversight activities.				

Evaluation activities

26.16 The following evaluations and self-evaluation are planned for 2021:

- (a) External quality assessments of all three OIOS subprogrammes;
- (b) Self-evaluation of the OIOS recommendation monitoring system.

Programme of work

Subprogramme 1

Internal audit

Objective

26.17 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 practices.

Strategy

26.18 To contribute to the improvement of the efficiency, economy, effectiveness and impact of the Organization's programmes, the subprogramme will continue to conduct performance and other audit activities, which are expected to assist the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization, by making recommendations that improve performance and internal control and that identify best practices and opportunities to streamline processes and procedures. In particular, the subprogramme will continue to focus on four areas: (a) implementation of the Secretary-General's reforms; (b) organizational culture (as a component of the control environment); (c) procurement and supply chain management; and (d) missions in drawdown or transition. In addition, the subprogramme will strengthen its engagement with Secretariat leadership and management, which is expected to result in relevant and timely advice on cross-cutting issues, and includes the more systematic assessment of the impact of organizational culture on attaining results. Past results in this area include the acceptance of 939 recommendations, directed towards improving the efficiency, economy and effectiveness of operations, accountability, compliance with the regulatory framework, the integrity of information and the safeguarding of resources, that would, once implemented, strengthen the Organization's governance, risk management and control processes and thus enhance organizational results, transparency and accountability.

26.19 In addition, the subprogramme will identify and apply emerging audit techniques and practices, which is expected to result in the enhanced capacity of its staff to utilize new technologies and tools, including those that allow for more efficient data analysis or for remote auditing. Past results in this area include the strengthened capacity of OIOS auditors to incorporate data analytics by leveraging Umoja capabilities and to conduct audits of higher-risk areas, such as cybersecurity. A manual on Umoja data extraction was also issued in 2019 to streamline audit testing and enhance the ability of auditors to conduct real-time analysis of key data.

Planned results for 2021

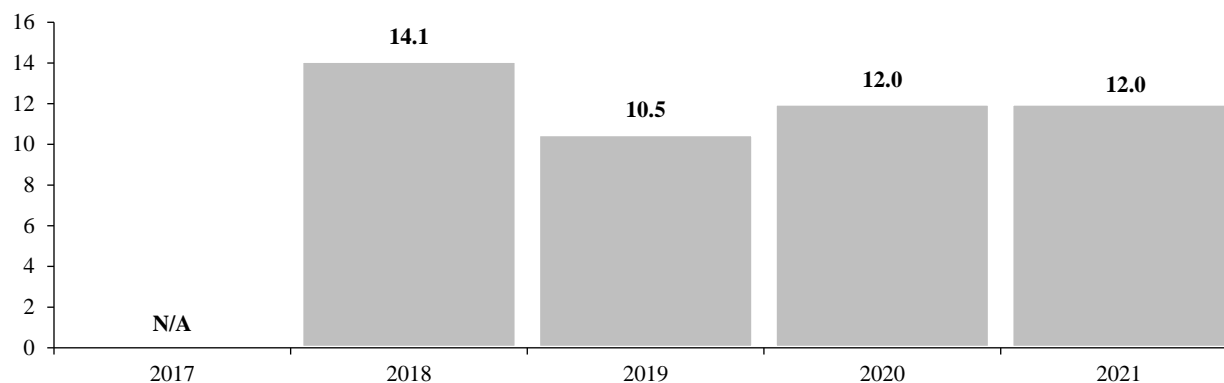
Result 1: a strengthened second line of defence for enhanced compliance and risk management in the Organization (result carried over from 2020)

26.20 The subprogramme will continue the work related to strengthening the centralized, business-enabling functions (the "second line of defence"), in line with its mandate, by providing assessments and audit recommendations to those entities performing those business-enabling functions, and will make recommendations aimed at improving the performance of compliance and risk management functions within the Secretariat, which is expected to be demonstrated by the performance measure for

2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 26.I

Performance measure: percentage of accepted audit recommendations directed to the Secretariat departments performing centralized, business-enabling functions focused on compliance and risk management activities



Abbreviation: N/A, not applicable.

Result 2: increased impact through more relevant and timely action by programme managers to implement audit recommendations (new result)

26.21 The subprogramme will continue to focus on enhancing effectiveness, economy, efficiency and compliance with ethical norms in the implementation of mandates and in delivering results, particularly in the four areas of: (a) implementation of the Secretary-General's reforms; (b) organizational culture; (c) procurement and supply chain management; and (d) missions in drawdown or transition.

26.22 The subprogramme will cover the three pillars of the Secretary-General's reform: (a) peace and security; (b) the repositioning of the development system, including the resident coordinator system; and (c) management reform. Work conducted will include the assessment of the efficiency, economy and effectiveness of the various revised structures and governance mechanisms, both at their headquarters and at the country level. The assessment will evaluate whether the expected benefits are being achieved through reforms to the delegation of authority framework by examining controls in the areas of monitoring and evaluation, enterprise risk management and the statement of internal control.

26.23 The subprogramme considers procurement a high-risk function as it is carried out in multiple locations, involves a large number of suppliers and requires significant resources. Contracts issued in the period 2017–2018 totalled \$19.4 billion, and the subprogramme will continue to focus on such activities. Planned work in this area will include an examination of efficiencies and economies gained from the implementation of the supply chain management strategy, including the improved acquisition and delivery of goods and services.

26.24 Organizational culture and accountability are identified as a top risk in the Secretariat's enterprise risk management risk register and, therefore, the subprogramme will systematically assess areas such as tone at the top, performance management, code of conduct and ethics as part of relevant audits. The subprogramme

will also cover other elements of the control environment, such as the adequacy of organizational structures, policies and procedures, roles and responsibilities, and commitments to learning and development.

26.25 The subprogramme will continue to focus on higher-risk areas that emerge during the transition, downsizing and liquidation of peacekeeping missions, both in substantive and support areas, such as transitioning of programmes to the United Nations country teams, phasing down and the separation of staff, asset disposal and environmental clean-up. The subprogramme will continue to conduct audits across peace operations to identify systemic strengths and weaknesses and the need for policy reviews and procedural changes, as well as to facilitate knowledge-sharing.

26.26 In addition to the above-mentioned areas, the subprogramme will maintain its focus on the governance and management of the United Nations Joint Staff Pension Fund. The subprogramme will also continue to scan for other emerging risks and include them in the workplan as required.

Internal challenge and response

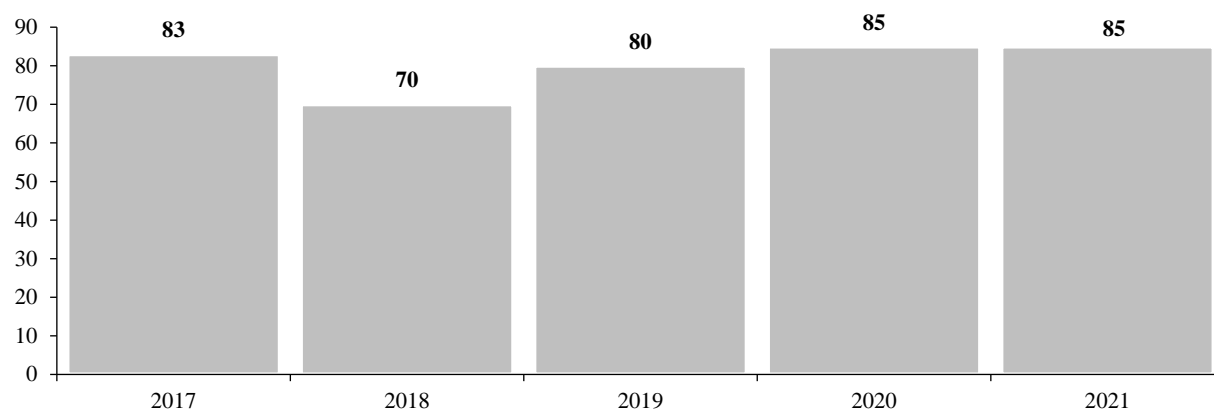
26.27 The challenge for the subprogramme was to ensure that audit recommendations not only are implemented by programme managers in a timely manner, but also that they are directed to actions that would lead to improvements in programme performance, particularly in areas of higher risk or of strategic importance to the Organization. In response, the subprogramme will review and make changes to the way in which oversight recommendations are developed and categorized to ensure that they are appropriately targeted to improving internal controls and performance. The subprogramme will also undertake more frequent follow-up and reporting on the implementation of recommendations, ultimately aiming to increase the impact of the subprogramme's work through more relevant and timely action by programme managers.

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

26.28 This work is expected to contribute to the improvement of the efficiency, economy, effectiveness and ethical management of the Secretariat's operations, in particular, through implementation of the reforms, which would be demonstrated by the full acceptance of all audit recommendations and the timely implementation of recommendations by programme managers. The subprogramme will seek to achieve a target of 85 per cent of accepted recommendations implemented within 24 months, a new performance measure that takes into account expected improvements of the recommendation monitoring system.

Figure 26.II

Performance measure: percentage of recommendations implemented (closed) within 24 months^a



^a Data for 2018 and 2019 include projected closure based on the expectation that remaining open recommendations will be implemented by target dates set by client entities.

Legislative mandates

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

General Assembly resolutions

62/87	Capital master plan	72/266 B	Shifting the management paradigm in the United Nations
67/244 B	Financing of the International Residual Mechanism for Criminal Tribunals	74/256	Report on the activities of the Office of Internal Oversight Services
71/267	Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994		

Deliverables

26.30 Table 26.2 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.2

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Audit of Extraordinary Chambers in the Courts of Cambodia (General Assembly resolution 73/279 A)	1	1	–	–
2. Audit of the governance arrangements in the Office of Investment Management of the United Nations Joint Staff Pension Fund (resolution 74/263)	–	–	1	–
3. 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. Generation and transfer of knowledge				
Publications (number of publications)	175	162	150	150
4. Internal audit reports	175	162	150	150
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice 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

26.31 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

26.32 To contribute to strengthened relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization, the subprogramme will continue to refine its methodology and develop appropriate evaluation design and data collection techniques for enhanced programme evaluation, which is expected to result in deeper assessments of the outcomes and impact of the Organization's programme of work. In particular, the subprogramme will intensify its coverage of the Secretary-General's reform initiatives. Past results in this area include the presentation in June 2019 to the Committee for Programme and Coordination of 10 evaluations completed during 2017 and 2018.

26.33 To contribute to the improvement of decision-making, accountability and learning, the subprogramme will also, working closely and systematically with the Department of Management Strategy, Policy and Compliance, strengthen its role as the Secretariat's central evaluation unit, which is expected to result in a strengthened evaluation capacity within the Secretariat, more coordinated Secretariat-wide planning and conduct of evaluation activities and greater use of the results of evaluation to inform programme planning within the Organization. Past results in this area include the preparation of an evaluation dashboard, supplementary to the biennial report on

strengthening evaluation, that supported the strengthening of United Nations evaluation functions by providing a systematic assessment of the evaluation function of each entity against objective indicators of evaluation capacity.

Planned results for 2021

Result 1: focused evaluation for improved decision-making on United Nations reform and matters relating to the Sustainable Development Goals (result carried over from 2020)

26.34 The subprogramme will continue the work related to the evaluation of reform initiatives and support for the 2030 Agenda for Sustainable Development, in line with its mandate, and will conduct evaluations and inspections of Secretariat programmes and cross-cutting themes, focusing on the peace and security and the development pillars for improved decision-making of departments and Member States on reform and on matters relating to the Sustainable Development Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 26.3
Performance measure

2017	2018	2019	2020	2021
	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	Adoption of structured approach to evaluation of United Nations reform and matters relating to the Sustainable Development Goals	Higher percentage of all inspection and evaluation recommendations accepted by programme managers, and timelier implementation
	<ul style="list-style-type: none"> • Office for Disarmament Affairs • Department of Public Information • Office of Human Resources Management 	<ul style="list-style-type: none"> • United Nations Environment Programme • Office of Legal Affairs • Office for Outer Space Affairs 	<ul style="list-style-type: none"> • Department of Economic and Social Affairs • Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States • Office of the Special Adviser on Africa 	
		Preparedness for implementation of the Sustainable Development Goals		

2017	2018	2019	2020	2021
			<ul style="list-style-type: none"> • United Nations Office on Drugs and Crime • Department of Political and Peacebuilding Affairs • Development Coordination Office • Resident coordinator system 	

Abbreviation: N/A, not applicable.

Result 2: enhanced contribution to strengthened relevance, efficiency, effectiveness and impact of Secretariat evaluations (new result)

26.35 The subprogramme has been intensifying its efforts to support decision-making, accountability and learning within the Organization, particularly on areas of high priority and common relevance. In 2021, the subprogramme will continue to conduct evaluations and inspections of Secretariat programmes and cross-cutting themes, focusing on the peace and security and development pillars. For example, preparatory work being conducted in 2020, including an evaluability assessment of the resident coordinator system, will guide the subprogramme's programme evaluation activity in 2021. This will ensure that the results of the subprogramme's work in 2021 are relevant and timely in supporting accountability, learning and decision-making. In the development pillar, areas identified as being of higher risk and that could potentially be subject to evaluation in 2021 (with preparatory work starting in 2020) include subprogrammes in the Office for the Coordination of Humanitarian Affairs, the United Nations Human Settlements Programme (UN-Habitat), the Economic Commission for Latin America and the Caribbean and the Economic Commission for Africa. In the peace and security pillar, evaluations are planned over the course of 2021 on the political affairs function in peacekeeping operations, and of the substantive programmes of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations Multidimensional Integrated Stabilization Mission in Mali, and peace operations in Somalia (United Nations Support Office in Somalia and United Nations Assistance Mission in Somalia).

26.36 The subprogramme will also continue its work on strengthening the Secretariat's evaluation capacity and coverage, through its biennial report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives; the production of the supplementary evaluation dashboard; support for the implementation of the Secretariat's evaluation policy; and the coordination of evaluation efforts in the Secretariat, including the planning, execution and dissemination of evaluation results.

Internal challenge and response

26.37 The challenge for the subprogramme was to ensure appropriate coverage of thematic areas, as well as entity-level coverage at multiple locations, including headquarters duty stations, peacekeeping and political missions, regional commissions

and multiple other locations for non-United Nations entities included in the subprogramme's inspection and evaluation activities, as well as the increased focus on providing central evaluation support, particularly for strengthening evaluation capacity within the Secretariat. In response, the subprogramme will prepare risk-based workplans and cost estimates and increase its support for entity-level evaluation results. The subprogramme will closely monitor its resources from various sources to ensure inspections and evaluations of areas of higher risk to the Organization in order to enhance the subprogramme's contribution to strengthened relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization.

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

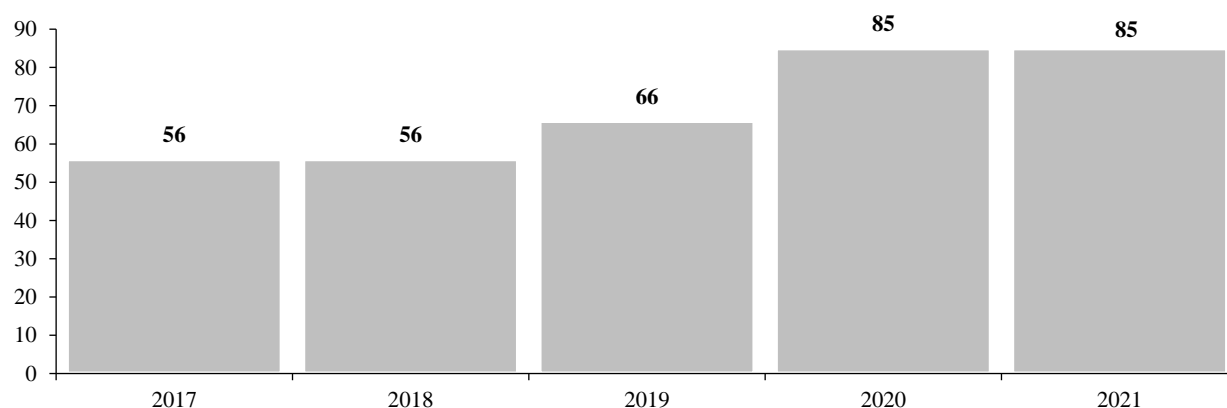
26.38 This work is expected to contribute to strengthened relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization, which would be demonstrated by an implementation rate of 85 per cent of accepted recommendations by the due date, which represents an improvement of 19 percentage points compared with 2019. Furthermore, the subprogramme expects to reach 100 per cent acceptance by programme managers of all inspection and evaluation recommendations within agreed timelines.

26.39 The subprogramme will also provide methodological and other support to five entities of the Secretariat so that they achieve acceptable quality standards for evaluation.

Figure 26.III

Performance measure: timeliness of closure of recommendations issued in a given year, 2017–2021^a

(Percentage)



^a Data for 2018 and 2019 include projected closure based on the expectation that remaining open recommendations will be implemented by target dates set by client entities.

Legislative mandates

26.40 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
		74/251	Programme planning

Deliverables

26.41 Table 26.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.4

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	9	16	1
1. Evaluation reports on various programmes for the General Assembly (Committee for Programme and Coordination)	9	9	8	1
2. Triennial reviews of the implementation of the recommendations on the evaluations of various programmes	–	–	7	–
3. Evaluation of the International Residual Mechanism for Criminal Tribunals for the Security Council	–	–	1	–
B. Generation and transfer of knowledge				
Publications (number of publications)	10	6	11	13
4. Semi-annual report to the Secretary-General	–	–	2	2
5. Evaluation and inspection reports	10	6	9	11
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice on cross-cutting issues related to governance, risk management and control.				

Subprogramme 3 Investigations

Objective

26.42 The objective, to which this subprogramme contributes, is to enhance accountability and ethical behaviour within the Organization.

Strategy

26.43 To contribute to the enhancement of accountability and ethical behaviour within the Organization, the subprogramme will investigate reports of possible violations of United Nations regulations, rules and pertinent administrative policies. In addition, the subprogramme will support the efforts to systematize prevention and response to sexual exploitation and abuse and sexual harassment. The subprogramme will further enhance capacity in combating procurement fraud. This work is expected to result in appropriate recommendations to guide decisions on jurisdictional or disciplinary action or corrective measures, as well as improved accountability for misconduct. Past results in this area include the issuance of 206 recommendations stemming from the conduct of investigations in 2019.

Planned results for 2021

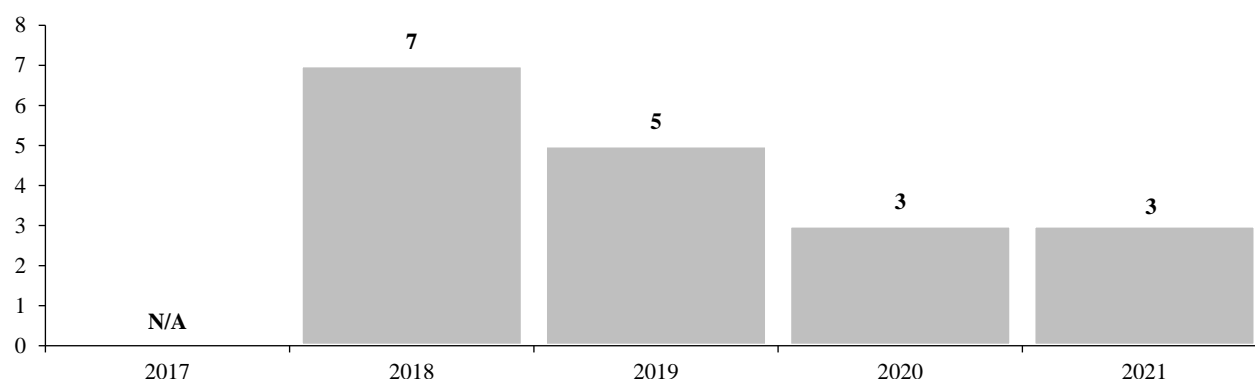
Result 1: focusing on the investigation of sexual harassment (result carried over from 2020)

26.44 The subprogramme will continue the work related to the investigation of sexual harassment, in line with its mandate, and will continue to explore innovative approaches for the faster resolution of sexual harassment investigations, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 26.IV

Performance measure: average completion time of sexual harassment investigations

(Number of months)



Result 2: improved investigation of sexual exploitation and abuse, sexual harassment and fraud and corruption, with a renewed focus on procurement fraud (new result)

26.45 The subprogramme has been focusing on improving the timeliness of investigations of sexual exploitation and abuse, as well as continuing to ensure that investigations take a victim-centred approach.

26.46 The subprogramme will also contribute to an enhanced ethical culture within the Organization by working with management to provide support for speedy action to address wrongdoing. In particular, the subprogramme will support the Organization in developing capacity for sexual harassment investigations and will contribute to the finalization and implementation of the guidance for the investigation of sexual harassment.

26.47 The subprogramme will seek ways of increasing the reporting of fraud and corruption, with a commensurate increase in the number of those types of investigation. Fraud and corruption allegations currently account for around 50 per cent of the subprogramme's investigations, a category that includes procurement matters, medical insurance-related fraud, fuel fraud, entitlement fraud, misuse of office, falsification of documents, material misrepresentation and implementing partner fraud. With respect to the latter, the subprogramme is in discussions with relevant entities, such as the Office for the Coordination of Humanitarian Affairs, to enable more proactive responses to fraud involving implementing partners.

Internal challenge and response

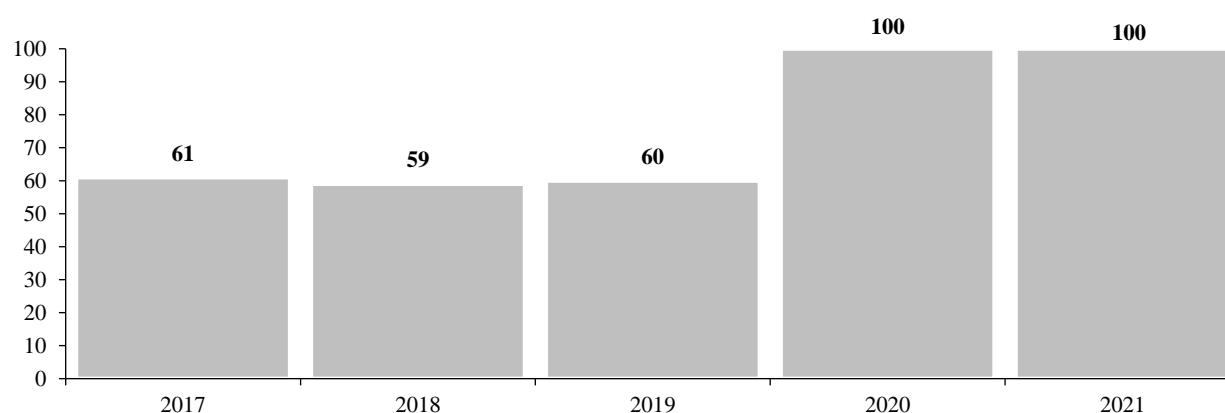
26.48 The challenge for the subprogramme was to continue investigating reports of wrongdoing in a timely and effective manner while supporting the Secretariat's delegated authority for fact-finding and decision-making in instances of unsatisfactory and inappropriate behaviour. In response, the subprogramme will continue to prioritize capacity-building for investigations and preventative strategies in the Secretariat.

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

26.49 This work is expected to contribute to the enhancement of accountability and ethical behaviour within the Organization, which would be demonstrated by improved timeliness of investigations. To measure improvements in timeliness of the subprogramme's reports, during 2021, the subprogramme will aim to achieve a target of 100 per cent of investigation and closure reports that meet timeline targets (compared with 60 per cent in 2019).

Figure 26.V

Performance measure: percentage of investigation and closure reports that meet timeline targets



Legislative mandates

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

General Assembly resolutions

57/306	Investigation into sexual exploitation of refugees by aid workers in West Africa	68/252	Human resources management
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations	74/256	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

Deliverables

26.51 Table 26.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.5

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	239	275	275	275
Investigation and closure reports	239	275	275	275
C. Substantive deliverables				
Consultation, advice and advocacy: coordination with other United Nations oversight bodies (such as the Joint Inspection Unit and the Board of Auditors) and expert advice on cross-cutting issues related to governance, risk management and control.				
D. Communication deliverables				
Outreach programmes, special events and information materials: participation in the United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations system, especially in the subgroup on improving the investigation of sexual harassment.				

Programme 27

Jointly financed 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 fair and harmonized conditions of service for staff in the United Nations common system, 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. This work is expected to result in equitable conditions of service in each duty station and a coherent and effective human resources management system that is closely aligned with the achievement of organizational goals and objectives. Past results in this area include a generally consistent application of the Commission's policies, systems, standards and methodologies, as evidenced by the annual reporting of common system organizations to the Commission.

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), 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. The Commission will analyse the conditions of service of staff in difficult duty stations. In 2021, the focus will be on the hardship allowance and on possible duty of care recommendations based on feedback received through staff surveys and from executive heads of common system organizations regarding a need for

continuous review and improvements due to instability and the changing needs of staff, especially in field locations.

External factors for 2021

27.5 With regard to the external factors, the overall plan for 2021 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 its decisions and recommendations.

27.6 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, at its fifty-first session, ICSC adopted the framework for human resources management to guide policy and practice in the organizations of the United Nations common system. The framework identifies core human resources elements with clear explanations of how all the various areas are linked and what principles should guide the work in each area. The most recent revision, in 2018, included a section on gender and diversity. As scheduled in its programme of work for 2020/21, the ICSC secretariat will collect information from common system organizations in order to compile a comprehensive report on gender and diversity within the common system.

Planned results for 2021

Result 1: improved compensation package (result carried over from 2020)

27.7 ICSC will continue the work related to the compensation package, in line with its mandate, and will conduct surveys to gather information regarding the conditions of service before proposing any adjustments and to better support the decision-making by Member States with regard to any adjustments to the compensation package, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 27.1
Performance measure

2017	2018	2019	2020	2021
N/A	Implementation of the new United Nations common system compensation package ongoing by all 28 organizations of the common system in a consistent fashion	Full implementation of the new common system compensation package by all 28 organizations of the common system	Full and consistent implementation of the compensation package by all organizations of the common system and feedback from Member States on the usefulness of the information provided with regard to the package	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

Abbreviation: N/A, not applicable.

Result 2: focusing more on the needs of stakeholders (new result)

27.8 The Commission's mandate, contained in the Statute of ICSC, covers most facets of staff employment conditions. On some matters, such as post adjustment, the daily subsistence allowance and the hardship scheme, the Commission is mandated to make decisions. In other areas, such as professional salaries and the education grant, the Commission makes recommendations to the General Assembly, which takes the final decision on these matters, and on some other matters the Commission makes recommendations to the executive heads of organizations, such as on human resources policy issues or local salary scales at Headquarters duty stations.

27.9 For all those areas, ICSC has consistently, since its inception, involved stakeholders in the process of making decisions and recommendations. When conducting reviews, the Commission sometimes forms working groups in which organizations and staff are represented. Decisions are taken in the presence of all working group members and those decisions are brought before the full Commission, where staff and organizations are also represented and allowed to express their opinions on the issues in question. All points of view are taken into consideration and sometimes a decision could be made to further review the item or to present it to the General Assembly.

Internal challenge and response

27.10 The challenge for ICSC was that the interests of staff and organizations on compensation matters are not always aligned, as evidenced by the action taken by staff in Geneva in 2019 following the completion of the 2016 round of the cost-of-living survey in Geneva, which led to a reduction in the post adjustment multiplier. While the survey in Geneva was conducted in the same manner and based on the same methodology as in all other duty stations, it resulted in a decrease in the cost of living and, as a result, lawsuits were filed by a number of staff in Geneva.

27.11 In response, in order to avoid a similar situation in the future, ICSC will increase communication with all stakeholders not only on the various aspects of the United Nations common system compensation, but also on the role of the Commission. To that effect, the Commission will place more efforts on building a robust communication strategy. It will have more frequent issuances on various entitlements and allowances, changes in compensation, information about the Commission and its role and question-and-answer sessions for the staff at large.

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

27.12 This work is expected to contribute to fair and harmonized conditions of service for staff in the United Nations common system, which would be demonstrated by the absence of litigation from staff and an expressed understanding by staff and organizations of the compensation package and the role of the Commission.

Table 27.2
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Staff litigation against a decision by the Commission	Better understanding by staff of the role of the Commission	Absence of litigation from staff

Abbreviation: N/A, not applicable.

Legislative mandates

27.13 The list below provides all mandates entrusted to ICSC.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	74/255 A–B	United Nations common system
67/257	United Nations common system: report of the International Civil Service Commission		

Deliverables

27.14 Table 27.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.3

International Civil Service Commission: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	51	52	51	52
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	2	1	2
7. Working group meetings of the International Civil Service Commission on specific issues of conditions of service	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	42	42	42	42
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	17	17	17	17
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	8
Publications (number of publications)	6	6	6	6
10. Salaries and allowances booklet	1	1	1	1
11. Post adjustment booklet	2	2	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. Rest and recuperation framework	1	1	1	1

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
C. Substantive deliverables				
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, information meetings with Member States and organizations outside the United Nations common system.				
E. Enabling deliverables				
Administration: 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, research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission), salary surveys and cost-of-living surveys carried out at field duty stations.				

Joint Inspection Unit

Overall orientation

Mandates and background

27.15 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.

Objective

27.16 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination in the United Nations system.

Strategy

27.17 To contribute to the improvement in the efficiency and effectiveness in the United Nations system, the Joint Inspection Unit will ensure that its programme of work includes system-wide reviews in the identified main thematic areas: (a) accountability and oversight functions and systems; (b) management and administration practices; (c) 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 (d) governance arrangements and mechanisms, as well as inter-agency coordination. The Unit will, in particular, undertake system-wide reviews of 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, which is expected to result in better information for legislative body decision-making and recommendations. This work is expected to improve the efficiency and effectiveness of the organizations of the United Nations system. Past results in this area include recommendations issued by the Unit during the period 2010–2017 relating to efficiency and effectiveness, which

had a high average rate of acceptance (more than 70 per cent) and a high average rate of implementation of those accepted recommendations (more than 84 per cent).

27.18 To contribute to improvements in the coordination among the organizations of the United Nations system, the Joint Inspection Unit will, in conducting its reviews, in particular those related to the 2030 Agenda, focus on system-wide issues that can be assessed across all or multiple organizations, which is expected to result in recommendations that, when implemented, will improve the coordination and collaboration of organizations in the United Nations system and their alignment with actions to support the achievement of the Sustainable Development Goals. Past results in this area include recommendations to enhance coordination and collaboration among the organizations of the United Nations system issued during the period 2010–2017, which had an average rate of acceptance (57 per cent) and an average rate of implementation of those accepted recommendations (80 per cent) for the same period.

27.19 To contribute to the improvement in the efficiency, effectiveness and coordination in the United Nations system, 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, which is expected to result in recommendations that, when implemented, will improve the coordination and collaboration of organizations in the United Nations system and their alignment with actions to support the achievement of the Sustainable Development Goals. Past results in this area include recommendations made during the period 2010–2017 that were aimed at disseminating good practices and that were accepted by the organizations in the United Nations system and implemented at a high average rate (more than 84 per cent).

External factors for 2021

27.20 With regard to the external factors, the overall plan for 2021 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.

27.21 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the terms of reference for the management and administrative reviews of single organizations conducted by the Joint Inspection Unit examine and report on the gender policies and practices in those organizations.

Planned results for 2021

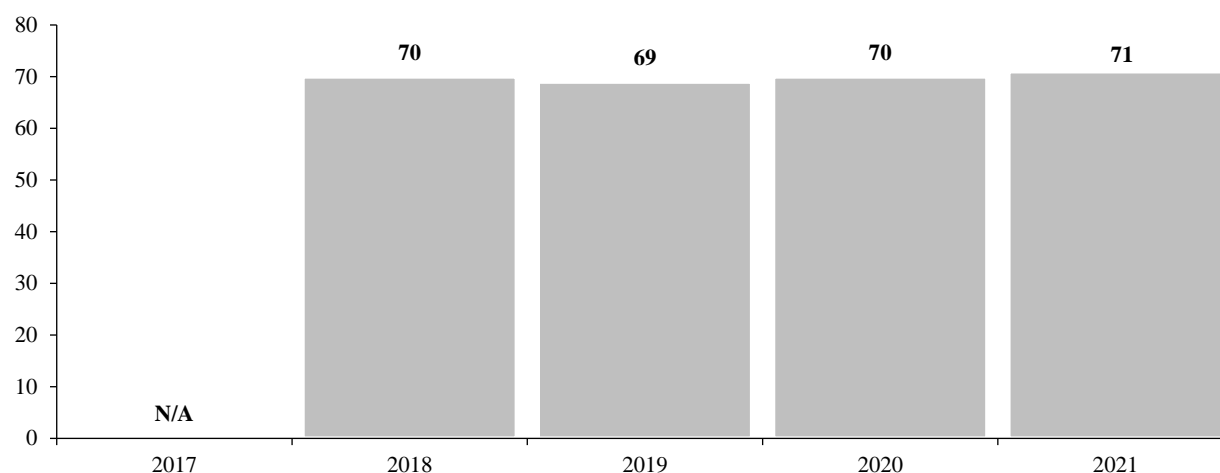
Result 1: increased acceptance of Joint Inspection Unit recommendations (result carried over from 2020)

27.22 The Joint Inspection Unit will continue the work related to the thematic coverage and content of its reports, in line with its mandate, and will prepare reports that are better aligned with the priorities of the participating organizations and their legislative bodies for greater relevance of the recommendations made to the participating organizations on their strategic initiatives and increased use by those organizations of the Unit's outputs, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 27.I

Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit

(Percentage)



Abbreviation: N/A, not applicable.

Result 2: aligning the programme of work with priorities of the United Nations system for more effective contribution to legislative bodies and organizations (new result)

27.23 The acceptance and implementation of the recommendations of the Joint Inspection Unit is a direct result of reviews on subjects that are relevant, important and of a high priority for participating organizations. The Unit will make a sharper delineation of four thematic areas of focus in the preparation of its programme of work, namely: (a) accountability and oversight functions and systems; (b) management and administration practices; (c) 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 (d) governance arrangements and mechanisms, as well as inter-agency coordination.

Internal challenge and response

27.24 The challenge for the Joint Inspection Unit, in the preparation of the programme of work, was determining which system-wide issues shared by organizations in the United Nations system are common priorities.

27.25 In response, the Joint Inspection Unit, in the process of preparing its 2021 programme of work, will analyse the input and proposals received from the executive heads of participating organizations, oversight and coordinating bodies and from the inspectors themselves and ensure that they align with the four predetermined thematic areas, as stated in the Unit's strategy.

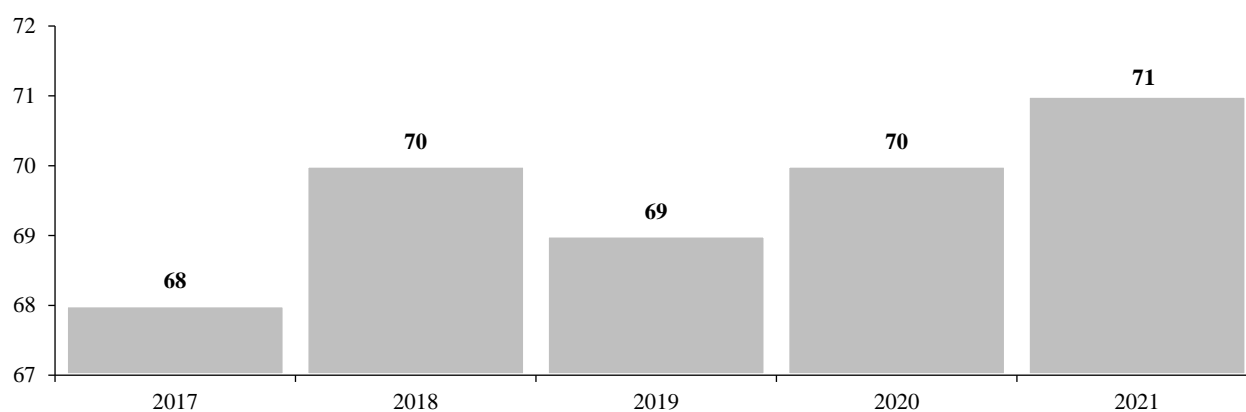
Expected progress towards the attainment of objective, and performance measure

27.26 This work is expected to contribute to the improvement in the efficiency, effectiveness and coordination in the United Nations system, which would be demonstrated by an increased rate of acceptance of the recommendations of the Joint Inspection Union to a target of 71 per cent.

Figure 27.II

Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit

(Percentage)

**Legislative mandates**

27.27 The list below provides all mandates entrusted to the Joint Inspection Unit.

General Assembly resolutions[31/192](#)

Statute of the Joint Inspection Unit

[73/287](#)

Joint Inspection Unit

Deliverables

27.28 Table 27.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.4

Joint Inspection Unit: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	10	10	10
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	10	9	9	9
Substantive services for meetings (number of three-hour meetings)	25	14	18	18
3. Meetings of the Fifth Committee	19	9	13	13
4. Meetings of the Second Committee	2	3	2	2
5. Meetings of the Committee for Programme and Coordination	3	1	2	2
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	1	1
7. Notes and management letters by the Joint Inspection Unit	1	1	1	1

United Nations System Chief Executives Board for Coordination

Overall orientation

Mandates and background

27.29 The United Nations System Chief Executives Board for Coordination (CEB), 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 was 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. Mobilizing the system's collective capacity is vital to supporting the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities.

Objective

27.30 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

27.31 To contribute to leveraging the collective capacity of the organizations of the United Nations system for the effective delivery of mandates, 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. This work is expected to result in 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. Past results in this area include the issuance, in May 2019, of a joint appeal from the United Nations system to the 2019 Climate Action Summit ([CEB/2019/1](#), annex), conveying the system's strategic vision for realizing agreed climate ambitions by calling for concrete action in the areas of mitigation, adaptation, climate finance and innovation, as well as reiterating its own commitment to raising the system's ambition to take concrete steps to combat climate change and to integrate sustainable development considerations more systematically into its operations. To move from commitment to reality, CEB also endorsed the first phase (environmental sustainability in the area of management) of the two-part Strategy for Sustainability Management in the United Nations system, 2020–2030 ([CEB/2019/1/Add.1](#)). Another example is the promulgation of the United Nations Disability Inclusion Strategy ([CEB/2019/1/Add.6](#)), which provides the foundation for sustainable and transformative progress on disability inclusion through all pillars of the work of the

United Nations. The system-wide policy contained in the strategy establishes the highest levels of commitment and a vision for the United Nations system on disability inclusion for the coming decade. It is aimed at creating an institutional framework to support Member States in the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda, among other international human rights instruments, as well as for development and humanitarian commitments.

27.32 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 also develop coordinated shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action (e.g., on frontier technologies, cross-pillar integration, inequalities and crises). This work is expected to result in more coherent and coordinated United Nations system responses to global challenges. Past results in this area include the release, in 2019, of three system-wide approaches to address the potential socioeconomic impacts of rapid technological change with regard to the world of work,¹⁷ education and learning¹⁸ and artificial intelligence.¹⁹ These were developed through consultative interagency processes, with a focus on the unique needs and perspectives of developing countries, in particular least developed countries, to ensure that the poorest and most vulnerable are not further disadvantaged or left behind by new technologies. In 2019, the Committee also approved a strategy on sustainable urban development (CEB/2019/1/Add.5) to guide the United Nations system in coordinating its efforts to assist Member States in harnessing opportunities and meeting the challenges of rapid urbanization for the attainment of the Sustainable Development Goals and the vision and objectives of the New Urban Agenda.

27.33 CEB, through its High-level Committee on Management, will also 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, digitalization 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. This work is expected to result in greater capacity of United Nations system organizations to provide effective management responses that support the delivery of mandates. Past results in this area include the establishment of the United Nations Global Centre for Human Resources Services, also known as the “OneHR” service centre, offering consolidated advisory services for the cost-effective and risk-informed acquisition and management of talent, including, for example, organization design, job classification and reference checking and verification (see CEB/2019/3). In the area of document and knowledge management, the activities of the Committee enhanced the capabilities of the United Nations system to employ data for informed decision-making and reporting. They include piloting machine learning for information extraction and analysis from United Nations documents and the development of digital identifiers for the Sustainable Development Goals to be used in machine-readable documents and data.²⁰ Another milestone achieved was progress in the adoption of the principles of the mutual recognition statement, which is a fundamental enabler of management reform, removing barriers to greater consolidation of shared

¹⁷ United Nations system strategy on the future of work (CEB/2019/1/Add.2).

¹⁸ Towards a United Nations system-wide strategic approach for achieving inclusive, equitable and innovative education and learning for all (CEB/2019/1/Add.4).

¹⁹ A United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence (CEB/2019/1/Add.3).

²⁰ See CEB/2019/3 and <http://metadata.un.org/sdg>.

services (ibid.). Furthermore, the data cube initiative ensured that the United Nations system collectively continued to improve the consistency and transparency of system-wide financial data.

External factors for 2021

27.34 With regard to the external factors, the overall plan for 2021 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.

27.35 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 CEB task force on addressing sexual harassment within the organizations of the United Nations system recognized sexual harassment as a manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics. The task force produced several key deliverables, which include a common guide for managers to prevent and respond to sexual harassment in the workplace, as well as the development and launch of a model code of conduct to prevent sexual harassment during or in relation to United Nations events. The task force also launched the ClearCheck screening database, a critical system-wide tool to avoid the hiring and rehiring of individuals whose working relationship with an organization of the system ended because of a determination that they had perpetrated sexual harassment or who are the subject of pending allegations of sexual harassment. The task force also focused on accelerating action to improve and scale up the United Nations system's investigatory response and capacity in order to receive, process and respond rapidly and effectively to complaints and reports of sexual misconduct, including through the organization of two joint CEB-Inter-Agency Standing Committee meetings of investigatory bodies on protection from sexual exploitation, abuse and harassment.

Planned results for 2021

Result 1: scaling up innovation across the United Nations system (result carried over from 2020)

27.36 The CEB secretariat will continue the work related to fostering and scaling up innovation across the United Nations system, in line with its mandate, and will cooperate 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 to support a comprehensive approach to innovation to improve the capability of United Nations system entities to systematically innovate to serve their beneficiaries and to collectively achieve results at scale, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 27.5
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of system-wide guidance/tools on fostering innovation	Online publication of first-generation United Nations system innovation toolkit	Adoption of United Nations system innovation toolkit as a key reference	United Nations system innovation toolkit is incorporated into system-wide learning programmes delivered by the United Nations System Staff College

Abbreviation: N/A, not applicable.

Result 2: adoption of policies by member organizations to realize the future of the United Nations system workforce (new result)

27.37 Frontier technologies such as artificial intelligence, machine learning, robotics and biotechnology have brought opportunities and challenges to the world at a scale and pace not previously seen, bringing with them implications for the future of work, including for the United Nations workforce. As noted above, a system-wide strategy on the future of work ([CEB/2019/1/Add.2](#)) to support Member States in addressing transformative changes affecting the landscape of work was developed through the High-level Committee on Programmes under the leadership of the International Labour Organization and endorsed by CEB in 2019 as part of its larger effort to position the United Nations system to address the implications of technological advances on sustainable development. In 2019, the High-level Committee on Management launched a complementary initiative to develop a framework human resources strategy for the United Nations system workforce, to align human resources policies within United Nations system organizations with the strategic context within which the United Nations operates; to delineate more clearly the areas of harmonization, collaboration and differentiation in people management in the United Nations system; and to determine additional and/or to adjust key areas of collective action on people management for the Committee in the coming years.

Internal challenge and response

27.38 The challenge for the CEB secretariat was to raise the awareness of the members of the High-level Committee on Management to emerging trends faced by the United Nations system as a whole to promote proactive action in the light of the changing global context for the United Nations workforce, which is driven by the impact of new technologies and other emerging geopolitical, development, societal and financing issues. In response, the CEB secretariat will support the establishment, administration and work of a cross-functional inter-agency Committee task force on the future of the United Nations system workforce, which will further examine and address these realities in a comprehensive and integrated way and work towards the implementation, by 2021, of the framework human resources strategy to ensure that the United Nations system workforce of the future is adequately skilled, equipped, appropriately managed and supported to tackle the challenges ahead in an agile and responsive fashion, demanded by a rapidly changing environment and enabled by technology. Three work streams will focus on the following “building blocks” that merit system-wide, joint action: (a) new sustainable contractual modalities; (b) new ways of working to foster an enabling culture

and positive employee experience; and (c) leveraging technology to promote positive employee and candidate experience. In particular, the CEB secretariat will support the Chair of the task force and the co-leads of the three work streams in the development and implementation phase of the framework human resources strategy by facilitating and participating in meetings of the task force; providing relevant data and reference materials; contributing substantive feedback on terms of reference, proposed initiatives and drafts of the framework strategy; channelling products to the Committee for review and decision; and regularly updating the Chair of the Committee on progress.

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

27.39 This work is expected to contribute to leveraging the collective capacity of the organizations of the United Nations system for the effective delivery of mandates, which would be demonstrated by the adoption of administrative guidance and policies (e.g., on organizational culture, sustainable contract modalities and flexible working arrangements) within individual United Nations system organizations to facilitate a more agile and responsive workforce and the availability of tools through pilot initiatives (that may utilize artificial intelligence, machine learning, blockchain and/or other new technologies) to facilitate improved recruitment, internal talent development, learning and entitlements processing.

Table 27.6

Performance measure

2017	2018	2019	2020	2021
N/A	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	Approval by the Committee and endorsement by CEB of the framework human resources strategy for the United Nations system workforce	Adoption by individual United Nations system organizations of administrative guidance and policies to facilitate a more agile and responsive workforce

Abbreviations: N/A, not applicable.

Legislative mandates

27.40 The list below provides all mandates entrusted to CEB.

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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General Assembly resolutions

64/289	System-wide coherence	71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	74/251	Programme planning

Deliverables

27.41 Table 27.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 27.7

United Nations System Chief Executives Board for Coordination: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	10	11	10
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	–
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	10	9	9	9
Substantive services for meetings (number of three-hour meetings)	16	16	16	15
4. Meetings of the Fifth Committee	6	6	7	6
5. Meetings of the Second Committee	5	5	4	4
6. Meeting of the Committee for Programme and Coordination	2	2	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	2	2	2
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	7	7
9. Reports on United Nations system financial, human resources and procurement statistics	4	4	4	4
10. Compilations and analyses of best practices of the United Nations system in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system data management portal for the collection of data for the entire United Nations system on human resources (annual collection from approximately 40 entities) and financial data (annual collection from approximately 40 entities).				
D. Communication deliverables				
Digital platforms and multimedia content: update and maintenance of the United Nations System Data Catalog (3,000 data sets from 76 organizations) and the United Nations System Chief Executives Board for Coordination website, including the publication of United Nations system statistics and reports related to the work of the High-level Committee on Programmes and the High-level Committee on Management and its networks.				

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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E. Enabling deliverables

Administration: summary of deliberations of regular sessions 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 (human resources, finance and budget, procurement and digital and technology); 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 for the benefit of organizations of the United Nations system; 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 (human resources, finance and budget, procurement and digital and technology); secretariat support for inter-agency working groups and ad hoc inter-agency task arrangements, and for 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

Overall orientation

Mandates and background

28.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from relevant General Assembly resolutions and decisions, beginning with resolution [59/276](#), by which the Department was established. The Department enables United Nations to expand its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 countries.

Strategy and external factors for 2021

28.2 The strategy for 2021 reflects the fact that changing dynamics in the global security environment pose complex and interrelated challenges to the international community, including the United Nations. Protracted political crises, transnational armed conflicts, civil unrest, violent extremism, human rights violations, disrespect for international law, large-scale public health emergencies and the increased frequency of natural disasters are driving violence and fragility worldwide. Extreme climate conditions have also compelled the Department to adapt and adjust in order to respond effectively to the growing needs of the Organization in an evolving global security environment. Accordingly, in 2019 and following the integration of the security workforce, the Department undertook an internal realignment, within existing resources, to review and strengthen its structure and ensure that it is “fit for purpose”. The realignment resulted in a more streamlined division of services, with a sharper focus not only on policy, strategy and communications, but also on specialized security services to support field operations. The Department is reviewing its internal structure to ensure greater effectiveness, given that natural disasters and infectious disease outbreaks have also affected countries in different regions, with dire humanitarian consequences.

28.3 These global security challenges require multifaceted peace, humanitarian, human rights and development responses. As the United Nations system expands its operations globally in order to respond to these challenges, there are simultaneous increased demands on security management support. United Nations personnel therefore face significant direct and indirect threats while undertaking their critical work, including harassment, intimidation, criminality, sexual assault, safety-related threats and violent attacks. In 2018 and 2019, the United Nations security management system enabled a significant number of activities to be carried out, including development programmes in 170 countries and territories, human rights programmes in 77 countries, peace operations in more than 35 countries and territories and humanitarian operations in more than 30 countries and territories. The demands for security support to enable United Nations operations to function continues to rise. For example, there has been a continuous increase in the number of people in need of humanitarian assistance, from nearly 132 million in 2019 to 168 million in 2020.

28.4 Notwithstanding the significant progress achieved in strengthening the security management system, carrying out United Nations operations in the increasingly complex security environment remains challenging. While the number of deaths resulting from violent attacks or other safety-related incidents is trending

downward, the fast pace of change in the security environment is generating rising demand for security services and operational support. The Department has worked strategically to programme an effective response to the changing global security environment, while striving for the most effective and efficient use of safety and security resources.

28.5 To meet current and emerging global challenges, the Organization has embarked on major reforms in the peace and security, development and management arenas. Within this reform agenda, the Department's internal organization remains fit for purpose to face current challenges and deliver its programme.

28.6 Building on this internal realignment, the Department has undertaken further work to ensure that its continual evolution is rooted in transparency and accountability. The Department strives to enable the delivery of United Nations programmes through trusted security leadership and solutions. Focus areas include workforce engagement, improved and transparent business processes, and standardization, in order to align with organizational reforms, in particular to ensure clearer decision-making authority with commensurate accountability for the use of resources and business performance. Continued efforts to ensure the full integration of the integrated security workforce across field and mission settings will form part of these initiatives.

28.7 In support of the Organization's development reforms, the Department has worked to strengthen the capacity of United Nations Designated Security Officials through tailored training on crisis management and trained 113 Officials through six regional training sessions in 2018 and 2019. The programme prepares these Officials to lead United Nations country teams in security crisis situations, including with regard to strengthening security risk management documents and security plans. The Department is also revising and updating the handbook for Officials, which offers practical and comprehensive advice on security management and decision-making.

28.8 The Department, through the strategic coordination and management of the Security and Safety Services, enabled the safe access of more than 36,000 staff members and delegates and more than 1,000 visiting Heads of State and Government and more than 3 million visitors to United Nations Headquarters, offices away from Headquarters and regional commissions, as well as representatives of civil society, the media and the private sector at eight duty stations. The work includes conference security management, providing advice on and coordination of host country agreements and memorandums of understanding on security cooperation, compliance with headquarters minimum operating security standards and close protection.

28.9 The Department supported the increasing requirement for the provision of protective services in 2018–2019. This resulted in 583 complex protective operations in high-risk environments, representing an increase of 15 per cent compared with the previous biennium. There was a 2 per cent increase in all protective operations, with 2,946 recorded during 2018–2019.

28.10 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

(a) The United Nations will continue to respond to security needs in environments experiencing war, conflict, civil unrest, crime and natural hazards, and the number of high-threat areas requiring United Nations security assistance will continue to grow;

(b) The security environment will continue to evolve, challenging the ability of the United Nations to gain safe access to areas and communities for programme delivery;

(c) Personnel of the United Nations and its premises will continue to face direct and indirect threats from a range of actors in situations of civil unrest, terrorism and armed conflict;

(d) Threat actors will continue to develop innovative and advanced techniques that will require new and specialized responses from the United Nations security management system;

(e) Host Governments will continue to provide security support to the United Nations, and in some cases, this support may need to be supplemented, depending on the security context and capacities;

(f) United Nations Designated Security Officials, Security Management Team members, wardens and security focal points will continue to require enhanced levels of security training, advice, responses and solutions to support their security needs and obligations.

28.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and in collaboration with the Inter-Agency Security Management Network. The Department strives to promote multidisciplinary skills, gender balance and geographical representation to ensure a varied workforce that can meet the multifaceted safety and security challenges. The Department has provided gender training to 250 mid-level personnel, undertaken training specifically aimed at addressing gendered threats to United Nations personnel and, critically, released a new manual in 2019 on the inclusion of gender into security risk management for security personnel. The latter is the culmination of considerable efforts by United Nations security management system partners and is aligned with recent reform efforts at the Organization with respect to sexual harassment, exploitation and abuse.

28.12 In the context of the United Nations Disability Inclusion Strategy, the Department is working with the United Nations security management system on publishing guidance to security personnel in 2020 on disability inclusion in security risk management processes, which is critical both for personnel in the field and at Headquarters and for special events.

28.13 With regard to inter-agency coordination and liaison, the Department, through the Inter-Agency Security Management Network, plays a central role in ensuring effective cooperation and collaboration among United Nations departments, organizations, funds, programmes and affiliated international organizations in the planning and implementation of measures aimed at improving personnel security, training and awareness, and system-wide policies.

Legislative mandates

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

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel	56/255	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel (sect. VIII)
55/175	Safety and security of humanitarian personnel and protection of United Nations personnel	56/286	Strengthening the security and safety of United Nations premises
		57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system

59/276	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations (sect. XI)	74/116	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system		

Security Council resolution

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel
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Deliverables

28.15 Table 28.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 28.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	18	18	18	18
2. Meetings of the Fifth Committee (administrative and budgetary)	5	5	5	5
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. Meetings of the United Nations System Chief Executives Board for Coordination and High-level Committee on Management	3	3	3	3
6. Meetings of the working groups of the Inter-Agency Security Management Network	6	6	6	6
7. Meetings of the Inter-Agency Security Management Network and the steering group	2	2	2	2
E. Enabling deliverables				
Safety and security: updates to the United Nations security management system policies, procedures and guidelines; technical support and briefings on security policies, procedures and guidelines of the United Nations security management system to designated officials for security and other representatives, to security decision makers, security professionals and United Nations personnel, as required, in the field, and to the Department of Peace Operations and the Department of Political and Peacebuilding Affairs; workshops for chief security advisers and security advisers to support the evaluation of security programmes.				

Evaluation activities

28.16 The following self-evaluation completed in 2019 has guided the programme plan for 2021 in all subprogrammes in the Department: in 2019, the Department concluded the initial realignment following the integration of the security workforce to review and strengthen its structure. The realignment resulted in a more streamlined division of services, with a sharper focus not only on policy, strategy and communications, but also on specialized security services to support field operations. In consultation with a wide range of stakeholders and clients, the Department developed its strategic plan for 2020–2022, which outlines the strategic intent for that

time frame on areas that require attention. Evaluation activities also focused on strengthening internal capacities through development opportunities with other institutions and active participation in United Nations Evaluation Group working groups.

28.17 The findings of the evaluation referenced above have been considered for the programme plan for 2021.

28.18 The following evaluations are planned for 2021: the Department will conduct two evaluations, and the subjects of the evaluations are to be determined.

Programme of work

Subprogramme 1 Security and safety services

Objective

28.19 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.

Strategy

28.20 To contribute to 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, the subprogramme will provide strategic coordination and management of the Security and Safety Services at eight duty stations, as well as policy, operational guidance and technical supervision, including but not limited to security and safety risk management, threat and risk assessment, physical security, close protection, crisis management, fire safety, recruitment, training and oversight of security and safety projects at these locations. This action is expected to result in the effective functioning of all activities, free from major interference of any kind, conducted by more than 36,000 staff members and delegates, more than 1,000 visits of Heads of State and Government and more than 3 million visitors at these locations. Past results in this area include the implementation of physical security systems, access control procedures and registration mechanisms to ensure the quick and safe access of millions of delegates, staff and visitors to safely conduct their business and programmatic activities without disruption, notwithstanding the existence of threats and risks at those locations.

28.21 To contribute to a safe and secure environment at special events hosted by the United Nations at external locations, the subprogramme will provide strategic advice on and technical expertise to conference security management coordination and address security challenges posed by the wide variation in size, scale, profile, context and location through the provision of advice on and coordination of security risk assessments, host country agreements, memorandums of understanding on security cooperation, general concept of operations, joint security plans and the liaison with and deployment of the Security and Safety Services at the conference venues. This work is expected to result in the effective and safe functioning of conferences and special events organized by the United Nations security management system

organizations and Member States at external locations. This includes a growing number of events with thousands of conference participants, among whom are hundreds of Heads of State and Government, thousands of United Nations staff members, delegates and representatives of civil society, media, the private sector and integrational organizations. Past results in this area include the coordination, in 2019, of 169 special events, which were held in 80 countries with 95,929 participants, including 5,514 United Nations staff members and numerous senior United Nations officials, and Heads of State and Government, without any security incidents having an impact on the event mandate. To support these events, 303 security officers from different duty stations were deployed.

Planned results for 2021

Result 1: timeliness through the integration of accreditation and badging of visitors and participants in special events (result carried over from 2020)

28.22 The subprogramme will continue the work related to innovation in security services, in line with its mandate, and will improve the process of accrediting and badging visitors and participants in special events held both on United Nations premises and externally for facilitating the accreditation of visitors and participants in special events, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 28.2
Performance measure

2017	2018	2019	2020	2021
N/A	More efficient and effective ways to coordinate with accrediting entities to enable access to event participants and visitors	Measurable decrease in the time required to accredit visitors and participants in special events, which will be measured through a combination of qualitative assessments and post-event surveys	Further measurable decrease in the time required to accredit visitors and participants in special events and qualitative improvement in the vetting process, which will be measured through a combination of qualitative assessments and post-event surveys	The information provided by participants in United Nations events during accreditation will also be available in other United Nations external events, through the development of a centralized database of event participants, thereby improving the vetting process and increasing the security at United Nations events

Abbreviation: N/A, not applicable.

Result 2: continuous improvement in security and safety services despite increasing risks (new result)

28.23 The security environment is continuously evolving and there is a need to align security and safety operations and response mechanisms to be able to deal with increased risks and new evolving threats such as vehicle ramming, knife attacks, drones, intense civil unrest and massive demonstrations in close proximity to headquarters locations and in external special events.

28.24 The subprogramme will ensure the coordination and provision of specialized security support to United Nations special events, including major meetings and conferences held outside established headquarters locations. The upward trend in the demand for professional conference security coordination services continued into 2019 and the events also grew in size and complexity. One of the notable efforts and successes of the subprogramme's activities in 2019 was the preparation and management of security arrangements for the twenty-fifth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, which was to be held in Santiago de Chile from 2 to 13 December 2019 but, owing to a deterioration in the security situation and a heightened level of risk on the ground, was transferred to Madrid a month before the event commenced. The biggest challenge was to implement and ensure the necessary security posture at the new location, jointly put in place by the Department and the host country to have the event proceed in a timely manner and in a secure and safe environment. As a result, the event was held as expected and was attended by more than 50 Heads of State and Government and more than 19,000 participants without any serious security incident.

Internal challenge and response

28.25 The challenge for the subprogramme was to be able to maintain access and normal activities at headquarters locations while dealing with maintenance issues arising from the use of outdated physical security systems and considering increasing threat levels, and to provide sufficient security support to special events at external locations. In response, the subprogramme will improve its coordination and planning efforts, its deployment of security personnel to support major events and conferences held outside established headquarters and its surge support capabilities in high-risk locations or crises by streamlining and standardizing operations, enhancing coordination with host country law enforcement intelligence and law enforcement agencies and establishing internal mechanisms of oversight delivery of security operations in special events at external locations. The subprogramme will also continue to invest in the development and implementation of a comprehensive standardized accreditation and access control platform to be used at Headquarters and special events, in coordination with the relevant stakeholders in other departments.

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

28.26 This work is expected to contribute to a safe and secure environment at special events hosted by United Nations security management system organizations at external locations and to the provision of support to the Department's global security operations through the deployment of security officers on surge capacity, while ensuring the normal functioning of security activities at Headquarters, offices away from Headquarters and regional commissions, which would be demonstrated by increased compliance with the implementation of headquarters minimum operating security standards, streamlined coordination with the host countries and the United Nations security management system and the uninterrupted availability of support at all Safety and Security Service-supported locations.

Table 28.3
Performance measure

2017	2018	2019	2020	2021
The headquarters minimum operating security standards approved to standardize the security operations at external special events	Improvements verified in the security operations of United Nations events and conferences; administrative and operational procedures standardized	Intense social activism and demonstrations pose additional threats to United Nations events and conferences, requiring an enhanced security posture	Level of compliance with headquarters minimum operating security standards increased and ascertained through internal oversight mechanism	Increased compliance with implementation of headquarters minimum operating security standards; coordination with the host countries and the United Nations security management system organizations streamlined Uninterrupted availability of support at all Safety and Security Service-supported locations

Deliverables

28.27 Table 28.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.4
Subprogramme 1: deliverables for the period 2019–2021, 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 United Nations Headquarters, offices away from Headquarters and regional commissions.

Security of United Nations special events: coordination and provision of security services for United Nations special events and conferences held away from United Nations premises.

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

28.28 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.

Strategy

28.29 To contribute to ensuring the safety and security of United Nations personnel, premises and assets in the United Nations field duty stations, the subprogramme will, through effective and timely security coordination, the provision of operational security guidance, the development of security standards, the conduct of security assistance missions and the deployment of security resources and assets in the field, develop, maintain and strengthen security arrangements for United Nations personnel and their programmatic activities in all field locations where they are present. This action is expected to assist United Nations Designated Security Officials and organizations of the United Nations security management system in enhancing and streamlining security management measures in the field.

28.30 The subprogramme will also ensure that the security risk management process, comprising the assessment of threats and associated security risks, as well as the determination of security risk management measures to lower residual security risks, is developed and completed in a timely fashion in all designated security areas in the field. The process is the major United Nations security management system framework for risk managed decision-making and a common platform to determine acceptable risks in the most informed fashion and, consequently, to enable the implementation of United Nations mandates, programmes and activities. In addition, the subprogramme will ensure that security plans and relevant contingency measures to be implemented in crisis situations are developed and updated in a timely manner.

28.31 Furthermore, the subprogramme will elevate the level of compliance that United Nations organizations and personnel in field locations have with United Nations security management system security policies. The subprogramme will also provide all assistance and support necessary to the system in crisis situations, streamline critical decision-making processes, activate crisis management infrastructure and deploy additional crisis management capacity in the field.

28.32 The above work is expected to result in the strengthened crisis-response of the United Nations security management system and reducing the impact of crisis on the delivery of United Nations programmes and activities. The implementation of this strategy will also comprise the following specific security programmes: (a) table-top exercises for United Nations Designated Security Officials to strengthen crisis preparedness, response and recovery; (b) the rapid deployment of security officers to countries, missions and areas affected by crisis situations and security contingencies; (c) the conduct of regional workshops and global conferences involving all senior security officers in field locations under the responsibility of the subprogramme to share best practices, learn lessons and harmonize security management procedures; and (d) security assistance missions to field duty stations to strengthen security management process and procedures. Past results in these areas include: (a) the timely implementation of crisis management, response and recovery in multiple countries and areas affected by various types of crisis situations; (b) communiqués to the United

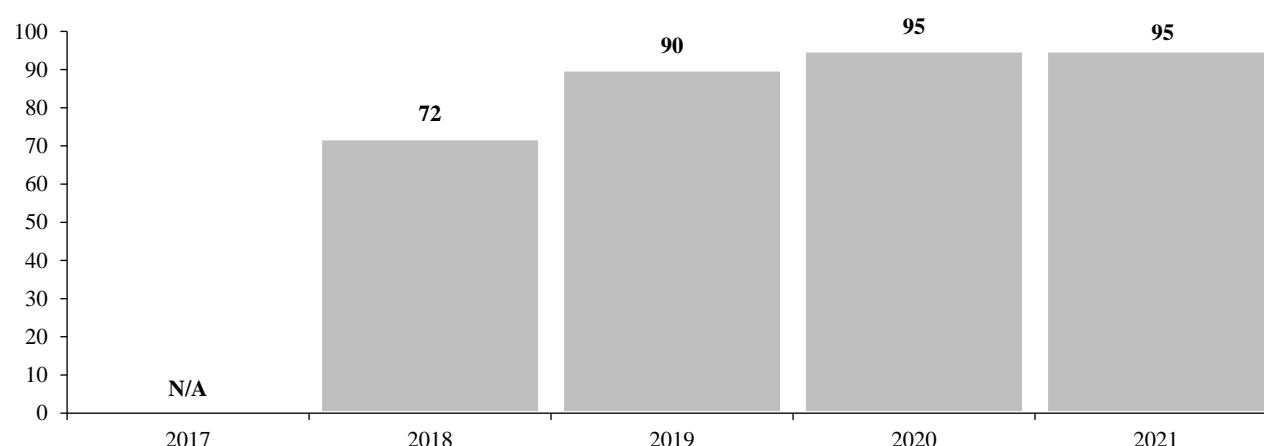
Nations common system comprising operational security guidelines related to crisis situations and security contingencies; and (c) technical security support and guidance to the United Nations Designated Security Officials.

Planned results for 2021

Result 1: maintaining an acceptable level of security planning and preparedness (result carried over from 2020)

28.33 The subprogramme will continue the work related to security planning, in line with its mandate, and will streamline the development of security planning documents by making the transition from security plans for an entire country to specific plans within the country to enhance security preparedness for contingencies and crisis response to security incidents, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 28.I
Performance measure: endorsed security plans updated, approved and endorsed, 2017–2021
(Percentage)



Abbreviation: N/A, not applicable.

Result 2: strengthening risk-based and solutions-oriented security services in the field (new result)

28.34 United Nations activities and programmes in the field are affected by the rapidly evolving and challenging global security environment. Interrelated security threats, associated with growing environmental and health hazards, continue to spread to new territories, while protracted local and regional armed conflicts continue unabated and civil unrest becomes a widespread epidemic.

28.35 In this context, the subprogramme will focus on strengthening risk-based and solutions-oriented security services in the field through the consolidation and refinement of three foundational operational imperatives. The subprogramme will improve the security risk management process, which remains the main security decision-making tool, review analytical capabilities against the new security threats

and demands, and strengthen the monitoring of compliance with security policies and processes.

28.36 The focus on these initiatives will enable the subprogramme to achieve greater professional competency, enhance the consistency and efficiency of security management in the field and strengthen collaboration with partners and stakeholders, in line with the departmental strategic plan and objectives.

28.37 In 2020, the Department has begun to review the security risk management process and the Safety and Security Incident Recording System through consultation with Headquarters and field security professionals and security analysts. Their work will lay the groundwork for concrete refinements to and improvements in both platforms, including: (a) improvements in the specific security risk management and Safety and Security Incident Recording System frameworks and tools; (b) enhanced integration of the wider United Nations Security Managers Information Network platform, data and functionalities; (c) associated changes to work processes; and (d) necessary adaptations to organizational culture and training.

Internal challenge and response

28.38 The challenge for the subprogramme was the exponential growth in demand for security services in the field with the establishment of new United Nations mandates in parallel with the deterioration in the security situation in many countries. In response, the subprogramme frequently redeploys field personnel from lower-risk countries and duty stations to higher-risk locations. This approach can work effectively until a deteriorating security situation in a given country evolves to a point when new solutions are required.

28.39 In addition, the subprogramme provides rapid response to emerging crises or mandated activities in new areas through the rapid deployment of additional security capacity, including specific security interventions such as bolstering resource capacity for the management of hostage incidents.

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

28.40 The work is expected to contribute to ensuring 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, which would be demonstrated by an improved security risk management process and Safety and Security Incident Recording System, leading to a strengthened risk-based and solution-oriented security service.

Table 28.5
Performance measure

2017	2018	2019	2020	2021
New security risk management policy and manual promulgated in 2016 and adjusted in 2017 to incorporate sections on approved security risk management measures	Monitoring of the implementation of the security risk management process initiated	Security risk management manual revised to reflect how to incorporate acceptance of the security risk management process and tools	Review of security risk management process and Safety and Security Incident Recording System initiated	Improved security risk management tool and Safety and Security Incident Recording System, leading to strengthened risk-based and solution-

2017	2018	2019	2020	2021
		A total of 83 per cent of clients responded that the Department of Safety and Security enables delivery of their organization's programme, while ensuring the safety and security of staff		oriented security advice A total of 85 per cent of clients respond that the Department enables delivery of their organization's programmes, while ensuring the safety and security of staff

Deliverables

28.41 Table 28.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.6

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

Category and subcategory

E. Enabling deliverables

Safety and security

Security assessments: security services and deployment of security personnel in response to emergencies.

Training and capacity-building: workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices.

Subprogramme 3 Specialized operational support

Objective

28.42 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.

Strategy

28.43 To contribute to ensuring the safety and security of United Nations operations, premises and personnel, the subprogramme will:

(a) Provide leadership and oversight through the cycle of security training, which includes analysis, design, development, implementation, evaluation and validation. This work is expected to result in the strengthened capacity of all United Nations security management system actors to effectively prevent or respond to security incidents. Past results in this area include the conduct of a training needs assessment and the launch of a new strategy; the redesign and updating of the training

programmes, including the shift from Basic Security in the Field and Advanced Security in the Field to BSAFE; the revamping of the Safe and Secure Approaches in Field Environments curriculum; and the launch of a new learning management system;

(b) Provide rapid psychosocial response in the aftermath of critical incidents and psychological resilience training. This work is expected to mitigate the short- and long-term psychological impact of exposure to critical incidents. Past results in this area include the successful management of critical incidents, including the provision of support during and in the aftermath of hostage incidents and the provision of system-wide guidance and support;

(c) Provide safety-specific advice for the commercial air travel of United Nations security management system personnel. This work is expected to reduce vulnerability to commercial air travel incidents. Past results in this area include the provision of advice in the form of a list of recommended commercial air carriers to the United Nations security management system;

(d) Provide strategic close protection coordination and management of the growing demand for personal protection details worldwide. This work is expected to mitigate risks for the movement of senior United Nations officials and other personnel as required. Past results in this area include the revamping of the close protection training courses and the provision of advice to senior United Nations officials, including the identification of risks and the recommendation of mitigation measures;

(e) Identify the most significant and frequent physical security vulnerabilities to United Nations premises worldwide, including blast vulnerability, recommend security risk management measures, develop standards, technical specifications and ongoing guidance on physical security measures, systems and devices, and provide training. This work is expected to result in the mitigation of vulnerability to threats that could have an impact on United Nations premises and personnel. Past results in this area include the provision of guidance and advice on overhead protection and side protection for explosives and the analysis of the revised high security accommodation/office, as well as specific recommendations for at-risk locations;

(f) Collaborate with United Nations security management system entities to strengthen road safety management within the system. This work is expected to reduce the risk of road crash fatalities for United Nations security management system personnel. Past results in this area include a system-wide road safety strategy and the coordination of system-wide road safety action;

(g) Enhance the efficiency of security information management, including through the use of technologies. This work is expected to result in more data-driven approaches to security management, including targeted training programmes and specialized security support and advice to the members of the United Nations security management system. Past results in this area include the ongoing management of the United Nations Security Managers Information Network as a unique system-wide platform for security management.

28.44 To contribute to the improvement in the efficiency and effectiveness of the security operations and the security management system of the United Nations, the subprogramme launched the new BSAFE application, which provided updated security policy knowledge and awareness. The subprogramme also issued new guidance governing the Safe and Secure Approaches in Field Environments programme, which resulted in greater quality control of the programme across the 50 duty stations that are running the programmes. Past results in this area include the completion of the BSAFE training programme by more than 300,000 United Nations security management system personnel and partners.

28.45 The subprogramme will continue to provide blast vulnerability assessments and specialized support to the premises of the United Nations and agencies, funds and programmes in the field and at headquarters locations. Moreover, it will also provide general advice through the distribution of information bulletins on blast protection, drones and vehicle ramming mitigation, in addition to providing training to 360 personnel representing 28 United Nations agencies, funds and programmes.

28.46 Furthermore, the subprogramme contributed to critical incident stress counselling and the delivery of psychosocial assistance to United Nations personnel in case of incident or as a preventive measure to sustain the resilience of staff deployed in hazardous areas, as demonstrated by the increasing number of emotional first aid and counselling support sessions delivered by the subprogramme in the form of counselling, training and assistance to managers.

Planned results for 2021

Result 1: consolidation of specialized operational support (result carried over from 2020)

28.47 The subprogramme will continue the work related to specialized operational support, in line with its mandate, and will further streamline the work of specialized units for enhanced operations of the United Nations security management system worldwide, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 28.7
Performance measure

2017	2018	2019	2020	2021
N/A	No structured approach to security learning; adoption of a learning and development strategy for the integrated security workforce; new learning methodologies piloted with the launch of BSAFE for all United Nations security management system personnel in November 2018, resulting in more than 15 per cent of the United Nations security management system personnel gaining updated security policy knowledge and awareness by the end of 2018	Piloting of new learning opportunities and methodologies for the integrated security workforce; 100 per cent of United Nations security management system personnel complete BSAFE, gaining updated security policy knowledge and awareness; Safe and Secure Approaches in Field Environments programme updated and improved, in line with new policies	A coherent learning path followed by the integrated security workforce, resulting in greater consistency in the performance of security personnel globally; United Nations security management system personnel in countries that have implemented the improved Safe and Secure Approaches in Field Environments programme have increased security awareness and coping skills as a result	The coherent learning path will continue to be strengthened on the basis of needs assessments, building more inclusiveness and demonstrating United Nations values, as well as aligning with evolving operational need, including but not limited to lessons learned

Abbreviation: N/A, not applicable.

Result 2: keeping staff safe and secure through enhanced leadership of security training (new result)

28.48 The United Nations continues to be subjected to threats emerging from an evolving security environment, including crime, civil unrest, terrorism, natural hazards and war. In order for the United Nations to “stay and deliver” on its mandate in challenging environments, to meet its duty of care requirements and to support the performance of the integrated security workforce, the subprogramme is revitalizing its approach to leading security training programmes. As demands and complexity increase, it is imperative that resources be optimized and efficiencies created. In order to meet these objectives, the following approaches will be implemented: enhancing training governance, leveraging resources and synergies throughout the United Nations security management system; using technology to expand reach; improving training on data collection, analysis and management, including alignment with human resources processes; and increasing attention to diversity in programming.

28.49 In order to leverage resources throughout the United Nations security management system, existing coordination processes will be supplemented with improved governance under the leadership of the Under-Secretary-General for Safety and Security, to facilitate the enhanced engagement of United Nations security management system organizations. In addition, partnerships with external organizations will be sought. Technology will be used to develop more online content that can be accessed remotely, thereby making it more accessible to a larger number of beneficiaries. Improved data collection and analysis will be achieved through the implementation of a new learning management system to support the use of diverse learning methodologies and to strengthen training on data collection. Programmes will continue to be revised to mainstream diversity, with a view to rendering the material relevant to the full range of staff, and to increase sensitivity to the safety and security needs of the diverse workforce of the United Nations.

Internal challenge and response

28.50 The challenge for the subprogramme was shifting from a primarily training delivery model to one that provides leadership and oversight, focusing on the right training to the right audiences at the right time. In response, the subprogramme will strengthen the development of training content, establish standards and provide effective oversight of training delivery.

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

28.51 This work is expected to contribute to the improvement in the efficiency and effectiveness of the security operations and the security management system of the United Nations, as well as the management of security specific training, advice and coordination in specialized areas, including psychosocial support, which would be demonstrated by the optimized delivery of security training through enhanced governance and prioritization of resources.

Table 28.8
Performance measure

2017	2018	2019	2020	2021
Development of training programs to meet United Nations security management system requirements identified through the Inter-Agency Security Management Network	Enhancement of training programmes to focus on online delivery of training worldwide	Delivery of specialized security training to meet the demands of all entities within the United Nations security management system	Transition to new training development model that centralizes oversight and decentralizes execution	Optimized delivery of security training through enhanced governance and prioritization of resources

Deliverables

28.52 Table 28.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.9
Subprogramme 3: deliverables for the period 2019–2021, 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 10,000 United Nations personnel following reported critical incidents, training on critical incident stress management during emergencies to 200 United Nations counsellors and non-United Nations locally based counsellors, technical supervision to United Nations field counsellors through 6,000 virtual meetings and/or one-on-one sessions, expert advice and consultations on psychosocial well-being to 600 managers in the field and at Headquarters, and briefings on the management of stress and critical incident stress policy.

Physical security: improving physical security of United Nations premises by providing dedicated assessments, topical guidance, physical security training and analysis of data provided by the physical security assessment app.

Training and capacity-building: access to security learning throughout the United Nations security management system through the use of technology, diverse learning methodologies and partnerships to enhance delivery capacities.

Compliance monitoring and evaluation: thematic, programmatic and/or learning evaluations of security programmes; case studies on lessons learned and best practices in matters related to safety and security.

Protection coordination: travel tracking and coordinating the movement of senior United Nations officials.

Commercial air travel safety: provide advice on the use of commercially operated flights for official travel through the issuance of a list of recommended carriers, based upon advice received from United Nations aviation safety experts in the Department of Operational Support and at the World Food Programme and the International Civil Aviation Organization.

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