



General Assembly

Distr.: General
29 March 2019

Original: English

Seventy-fourth session

Items 137 and 138 of the preliminary list*

Proposed programme budget for 2020

Programme planning

Proposed programme budget for 2020

Part IV

International cooperation for development

Section 10

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

Programme 8

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

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* A/74/50.

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

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





Foreword

On 15 March 2018, permanent representatives from least developed countries and their development partners, colleagues from the United Nations and I attended an event to celebrate the outcomes of the then just concluded triennial review of the list of least developed countries, namely, the record-breaking number of those countries eligible for graduation. The outcomes of that review and previous ones conducted since 2011 suggested that 12 least developed countries were about to graduate from the category. I, just as other attendees, felt that that was a remarkable development. To put things into perspective, from 1971 to 2011 (the year of the adoption by the United Nations of the Programme of Action for the Least Developed Countries for the Decade 2011–2020), only three countries had exited from the least developed status.

In reflecting on that extraordinary outcome, I note that the advocacy activities of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States have helped to keep the needs and priorities of least developed countries high in the global development discourse and contributed to securing targeted support for those countries in development finance, trade, technology and capacity-building. Such targeted international support, combined with strong national ownership and leadership, has resulted in sustained economic and social progress, thereby enabling a growing number of the countries to graduate from the least developed country category.

In addition, a growing number of landlocked developing countries have ratified the Agreement on Trade Facilitation of the World Trade Organization (WTO), thereby contributing to its entry into force. If fully implemented, the Agreement will simplify trade procedures, thus easing the cross-border movement of goods and reducing the costs of doing trade, both of which are defining development challenges in landlocked developing countries. It is expected that the implementation of the Agreement will cut trade costs by some 15 per cent in landlocked developing countries and help to address transit challenges.

Furthermore, notwithstanding the challenges of scale, remoteness and vulnerability, I have also witnessed tangible progress in increasing the interest of the private sector in investing in sustainable development in small island developing States – efforts to which the work of the Office contributed, within the framework of the Small Island Developing States Global Business Network Forum. I saw this during the 2018 Forum, in which the private sectors of national and regional small island developing States, global businesses and other relevant stakeholders came together to learn from their peers and exchange best practices and lessons on ways to strengthen private partnerships for sustainable tourism development.

In the era of the implementation of the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change and other global frameworks, the development agendas of the least developed countries, landlocked developing countries and small island developing States become all the more relevant. Of all the countries in the world, these ones stand closest to the intersection between conflict and humanitarian-related challenges,

development constraints and the impact of climate change. As the world renews efforts to eradicate extreme poverty, promote inclusive and sustainable growth and development and protect the planet, while ensuring that no one is left behind, the Office will continue to be a partner.

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

Overall orientation

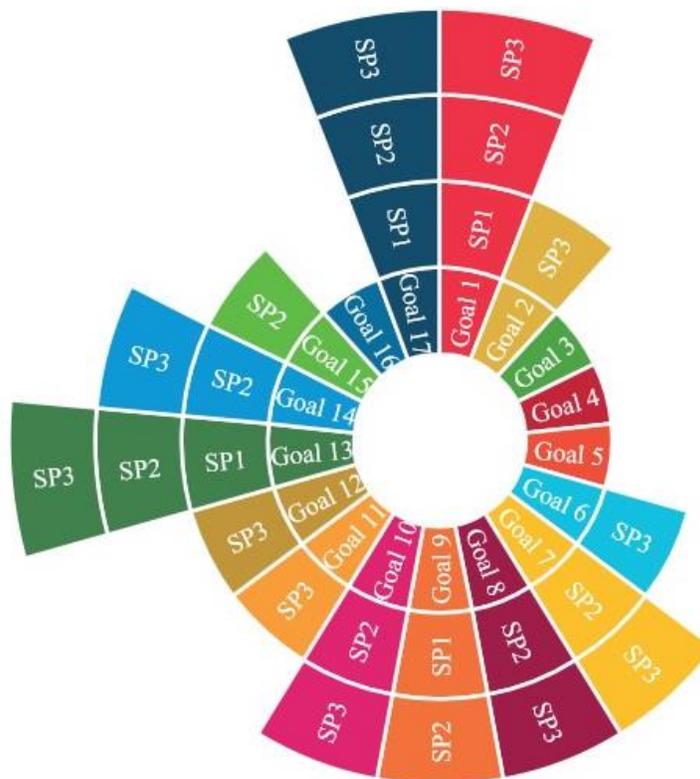
Mandates and background

- 10.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating for, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing states, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution [59/311](#), whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; resolution [65/280](#), whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011–2020; resolution [69/15](#), whereby the Assembly endorsed the SIDS Accelerated Modalities of Action (SAMOA) Pathway; resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024; and 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.

Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 10.2 The mandate of the Office of the High Representative guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purposes to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, and to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 10.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 10.1
Least developed countries, landlocked developing countries and small island developing States: alignment of subprogrammes with Sustainable Development Goals



- 10.3 The objective is also aligned with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, Agenda 2063: The Africa We Want of the African Union, the Beijing Declaration and Platform for Action, the Global Compact for Safe, Orderly and Regular Migration, the New Urban Agenda, the Monterrey Consensus of the International Conference on Financing for Development, the declaration “Our ocean, our future: call for action”, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.

Recent developments

- 10.4 During the interregional meeting of the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, held in Apia from 29 October to 1 November 2018, Member States agreed on a set of recommendations to promote sustainable development in the small island developing States. They also decided, in General Assembly resolution [73/243](#), on the convening of high-level plenary meetings of the Assembly devoted to the midterm review in early December 2019, with a view to further accelerating the implementation of the Vienna Programme of Action. Similarly, they also agreed, in resolution [73/242](#), to organize the Fifth United Nations Conference on Least Developed Countries as a way to, among other things, reaffirm the global commitment to addressing the special needs of the least developed countries. The importance of intensifying action at all levels to accelerate progress in the implementation of programmes of action, in synergy with the achievement of the Sustainable Development Goals, was emphasized in those decisions. While there was a consensus that development begins with national commitment and vision, it was agreed that strengthened global partnerships and support were critical in achieving sustainable development outcomes. In this regard, the Office of the High Representative is called upon to continue to advocate for issues relevant to the most vulnerable countries so that their agenda remains high in the sustainable development discourse.

Strategy and external factors for 2020

- 10.5 Four years into the implementation of the 2030 Agenda, the call for coherence and synergy in the implementation of the programmes of action and the achievement of the Sustainable Development Goals remains all the more timely. Least developed countries, landlocked developing countries and small island developing States continue to face the most severe constraints in implementing the 2030 Agenda owing both to their high vulnerability to shocks and to their limited capacity and resources to withstand such shocks. Continued global advocacy on behalf of and support for these three groups of countries will help to ensure that no country is left behind. The Office of the High Representative will provide backstopping support to least developed countries, landlocked developing countries and small island developing States in the intergovernmental follow-up on and monitoring of the 2030 Agenda, the Addis Ababa Action Agenda and other global processes so as to ensure the reflection of the concerns and priorities of these countries in the outcome documents of these processes. The Office will also mobilize resources for stronger participation of these countries in global deliberations. Furthermore, the Office, through the three United Nations inter-agency consultative groups on least developed countries, landlocked developing countries and small island developing States, of which it is the convener, will mobilize United Nations support for implementation at the national, regional and global levels of the programmes of action for least developed countries, landlocked developing countries and small island developing States and of the 2030 Agenda.
- 10.6 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) The security and political situation in developed countries, landlocked developing countries and small island developing States is conducive to the implementation of the three programmes of actions, namely, the Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway;
 - (b) Continued international support measures in the areas of development finance, market access, technology and technical assistance are made available by their development partners to support these countries.
- 10.7 The Office of the High Representative integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will continue to compile gender-disaggregated data, which will inform the narrative of some of the sections of both the report of the Secretary-General on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020, of which the Office is spearheading the production, and “The state of the least developed countries”, the Office’s flagship report. Through some of the Office’s advocacy activities, the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States will also continue to lend her voice to the issue of gender equality and the empowerment of women.

Evaluation activities

- 10.8 The following self-evaluations are planned for 2020:
- (a) Self-evaluation of the project entitled “Strengthening the capacity of landlocked developing countries (LLDCs) under the ‘Belt and Road Initiative’ to design and implement policies that promote transport connectivity for the achievement of the SDGs”;
 - (b) Self-evaluation of the project entitled “Strengthening productive capacity in least developed countries (LDCs) through providing an enabling environment for investment in sustainable energy development”.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Least developed countries

1. Objective

- 10.9 The objective, to which this subprogramme contributes, is to eradicate poverty from the least developed countries and advance the process towards structural transformation of their economies and towards effective graduation from the least developed country category.

2. Alignment with the Sustainable Development Goals

- 10.10 The objective is aligned with Sustainable Development Goal 1, which is to end poverty in all its forms everywhere. Progress towards the attainment of the objective will help to ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for least developed countries to implement programmes and policies to end poverty in all its dimensions.
- 10.11 The objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of the objective will help to promote inclusive and sustainable industrialization and, by 2030, double industry's share of employment and gross domestic product in least developed countries, facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to least developed countries and significantly increase access to information and communications technology, and strive to provide universal and affordable access to the Internet in least developed countries by 2020.
- 10.12 Furthermore, the objective is also aligned with Sustainable Development Goal 13, which is to take urgent action to combat climate change and its impact. Progress towards the attainment of the objective will help to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters and to promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries, including focusing on women, young people and local and marginalized communities.
- 10.13 Finally, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to implement the official development assistance (ODA) commitments of 0.15 to 0.2 per cent of gross national income in ODA to least developed countries, adopt and implement investment promotion regimes for least developed countries, fully operationalize the Technology Bank for the Least Developed Countries and work towards doubling the share of least developed countries of global exports by 2020 and providing duty-free, quota-free market access for least developed countries.

3. Highlighted result in 2018

Growing attention to the needs of least developed countries in science, technology and innovation: Technology Bank for the Least Developed Countries

Building on its work since the adoption in 2011 of the Programme of Action for the Least Developed Countries for the Decade 2011–2020, the Office of the High Representative undertook a number of activities to operationalize the Technology Bank for the Least Developed Countries, ranging from feasibility studies to initial logistical operations, support for the negotiation of the General Assembly resolution establishing the Technology Bank as a subsidiary organ of the Assembly, the negotiation of a host country agreement, the coordination of United Nations system support and resource mobilization. The establishment of the Technology Bank also required work in the areas of general administration, legal affairs and logistics, among others. In 2018, the Office completed the recruitment processes for a managing director of the Technology Bank, as well as for its programme officers and administrative support staff, thereby ensuring its full operationalization.



The operationalization of the Technology Bank for the Least Developed Countries marks the achievement of the first target of the Sustainable Development Goals (17.8). Source: Office of the High Representative

Result and evidence

The deliverables contributed to the result, which is the full operationalization of the Technology Bank, and a science, technology and innovation capacity-building mechanism for least developed countries. Evidence of the result includes the inauguration of the headquarters of the Technology Bank in Gebze, Turkey, in June 2018 (see picture), as well as the fact that the Technology Bank has begun to implement its work programme. It is working on the preparation of baseline science, technology and innovation reviews and technology needs assessments in five least developed countries (Guinea, Haiti, the Sudan, Timor-Leste and Uganda), in cooperation with other United Nations organizations, and is working on the promotion of “digital access to research”, teaming up with Research4Life, a United Nations public-private partnership, focusing on improving access for scientists and researchers to data, publications and science, technology and innovation initiatives in 12 least developed countries (Bangladesh, Bhutan, Burkina Faso, Liberia, Madagascar, Malawi, Mozambique, Nepal, Rwanda, Senegal, Uganda and the United Republic of Tanzania). This represents the achievement of target 17.8 of the Sustainable Development Goals, the first one in the 2030 Agenda to be achieved.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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

4. Highlighted planned result for 2020

United Nations system support for graduation of least developed countries extended

In 2018, three countries (Bhutan, Sao Tome and Principe and Solomon Islands) were recommended for graduation by the Economic and Social Council.

Challenge and response

The challenge, however, is that all three countries had requested an extension of the preparatory period before effective graduation, given that more time to prepare for graduation was deemed necessary and requested country-specific support. In December 2018, the General Assembly decided to grant Bhutan two additional years, setting its graduation date in 2023, whereas three additional years were given to Sao Tome and Principe and Solomon Islands, which will therefore graduate in 2024. Meanwhile, Vanuatu and Angola are scheduled to graduate out of the least developed country category in 2020 and 2021, respectively.

In response, for 2020, the subprogramme will provide demand-driven and tailored, country-specific support to the graduating least developed countries, with a view to assisting their Governments in the design of national transition strategies. Through the inter-agency task force on graduation chaired by the Office of the High Representative, country missions will be organized in close collaboration with partners such as the United Nations Development Programme (UNDP), the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development and the regional commissions, thereby providing coordinated and coherent United Nations system support to these countries in formulating their graduation and smooth transition strategies. The task force will also jointly advocate enhanced smooth transition measures by other developments partners.

Result and evidence

The planned deliverables are expected to contribute to the result, which is increased preparedness for sustainable graduation from the least developed country category. Evidence of the result, if achieved, will include at least two graduating countries having prepared a smooth transition strategy.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
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

- 10.15 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 10.16 Table 10.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that would contribute to the attainment of the objective stated above.

Table 10.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

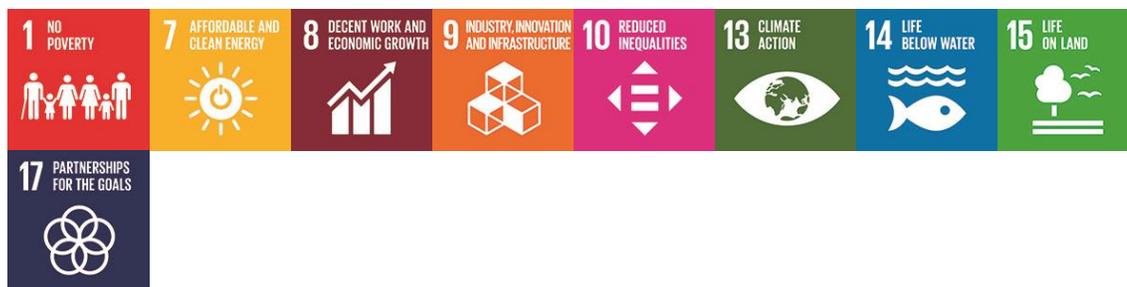
	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	4
Substantive services for meetings (number of three-hour meetings)	52	46	54	60
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	6	6
Technical materials (number of materials)	14	14	18	13
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables**Variances between the actual and planned figures in 2018**

- 10.17 The variance in substantive services for meetings was driven mainly by the postponement of the meeting of the Governing Council of the Technology Bank for the Least Developed Countries, owing to the longer-than-expected recruitment process of the staff of the Technology Bank.

Variances between the planned figures for 2020 and 2019

- 10.18 The variance in parliamentary documentation is driven by the official documents for the intergovernmental preparatory committee for the Fifth United Nations Conference on Least Developed Countries, owing to the 10-year cycle of the Conference.
- 10.19 The variance in substantive services for meetings is driven mainly by the meetings of the preparatory committee for the Fifth United Nations Conference on Least Developed Countries.
- 10.20 The variance in technical materials is driven mainly by the discontinuation of reports on topics such as the graduation of and migration and resilience-building in the least developed countries, in order to focus on the preparation of the Fifth United Nations Conference on Least Developed Countries.



Subprogramme 2 Landlocked developing countries

1. Objective

- 10.21 The objective, to which this subprogramme contributes, is to advance the integration of landlocked developing countries into global markets, increase their regional and global trade and foster their structural transformation for sustainable development.

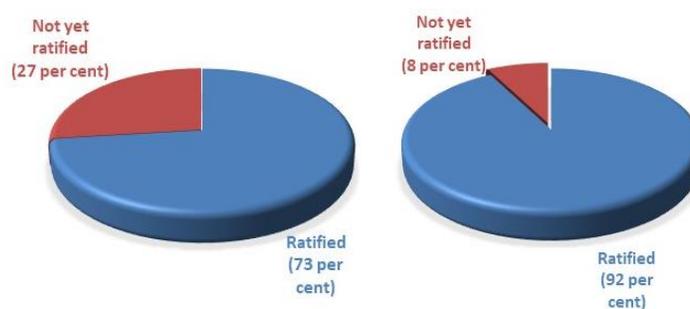
2. Alignment with the Sustainable Development Goals

- 10.22 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms anywhere), 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 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (Reduce inequality within and among countries), 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), 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 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

3. Highlighted result in 2018

Improved legal framework for transit transport and efficient border crossing

The consultative meetings that the Office of the High Representative held with the landlocked developing country Member States and the United Nations system and other international organizations revealed that the landlocked developing countries continue to face high costs of trading, in part as a result of delays at borders caused by lengthy border procedures, limited border agency cooperation, including with transit countries, divergence of procedures and formalities, and limited harmonization of data control delegation among many of them. It is recognized in the Vienna Programme of Action that trade facilitation, through the streamlining of clearing procedures, the harmonization of border procedures and efficient border management and coordination,



Percentage of landlocked developing countries that are members of the World Trade Organization and that ratified the Agreement on Trade Facilitation, comparing end of 2017 to end of 2018.

has a direct impact on reducing trade costs, and there are calls in the Programme of Action for improved cross-border cooperation.

A number of frameworks help to facilitate the alignment of procedures and formalities. In 2018, the Office of the High Representative undertook several advocacy and capacity-building activities to support the landlocked developing and transit countries to accede to the Agreement on Trade Facilitation. It is an international instrument that helps to reduce delays at borders and decrease trade costs, which are among the biggest challenges faced by landlocked developing countries. A series of measures are set out in the Agreement to expedite the flow, release and clearance of goods through borders, including ensuring freedom of transit, with the main objectives of reducing the bureaucracy to trade and decreasing trade costs. The full implementation of the Agreement has the potential to reduce trade costs of WTO members by 14.3 per cent on average. The reduction for landlocked developing countries is estimated to be 15.4 per cent on average. The Office advocated the ratification of the Agreement through events, including at the ministerial meeting of landlocked developing countries on trade and transport that was held in Astana in May 2018, the inaugural conference of the International Think Tank for Landlocked Developing Countries, held in June 2018, and the annual ministerial conference of foreign ministers of landlocked developing countries, during which landlocked developing countries and transit countries shared experiences on improving transit transport and trade facilitation. The Office advocated the ratification of the Agreement by the landlocked developing countries and transit countries.

Result and evidence

The deliverables contributed to the result, which is an increased commitment of the landlocked developing countries to harmonizing and streamlining procedures in order to expedite the flow of goods in transit and to reduce their high trade costs.

Evidence of the result includes the increased number of these countries that ratified the Agreement on Trade Facilitation. As of 2018, that number stood at 24 of the 26 landlocked developing countries that are WTO members, or 92 per cent (see figure).

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 10.23 A planned result for 2018, which is effective implementation of the Vienna Programme of Action, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 22 initiatives implemented by landlocked developing countries and transit countries that are aimed at improving sustainable development and inclusive growth, including trade facilitation, transport systems, diversification of production and export bases and integration into regional and global value chains. With 22 initiatives carried out in 2018 and more than 3 expected to come on stream in 2019, the biennium target of achieving 25 initiatives will be met. The initiatives include the following: African Union member States signing an agreement on the establishment of the African Continental Free Trade Area in March 2018; Mongolia signing an agreement on rail freight transit terms with the Russian Federation in June 2018; the Busia one-stop border post between Kenya and Uganda, which was launched in February 2018; the Elegu one-stop border post between South Sudan and Uganda, which was launched in November 2018; and the establishment of the National Trade Facilitation Committee by Kazakhstan in January 2018. More landlocked developing countries also undertook initiatives aimed at diversifying their economies and integrating into global and regional value chains. In that regard, Nepal signed a memorandum of understanding with India in July 2018 for tourism facilitation; Mongolia adopted the Mongol Export Programme in September 2018, with a view to supporting export promotion to diversify exports, support value-addition and better integrate into global markets; and Armenia has established Engineering City to support the development of the high-tech and engineering sectors, encourage its exports and boost the competitiveness and productivity of the country's economy.

4. Highlighted planned result for 2020

Accelerating the connectivity of the landlocked developing countries

In 2017 and 2018, the Office of the High Representative undertook several advocacy and capacity-building activities to support the landlocked developing countries and transit countries to improve connectivity and trade facilitation, including through ministerial meetings, high-level events, side events and round tables, in which the landlocked developing countries and transit countries shared experiences on improving transit transport and trade facilitation.

Challenge and response

The challenge is, as indicated in 2018 by landlocked developing countries at their ministerial meeting on trade and transport and their annual ministerial meeting, to support the development of bankable transport infrastructure projects such as roads and railways to enhance interregional and intraregional transport connectivity and to adopt and implement simplified and harmonized international trade procedures.

In response, for 2020, while working on the priority areas of the Vienna Programme of Action, the subprogramme will help to strengthen the capacity of the landlocked developing countries to develop bankable infrastructure projects and to promote trade facilitation. In particular, the Office of the High Representative will use its advocacy and coordinating role to mobilize and cooperate with partners to develop specific capacity-building activities for landlocked developing countries and transit countries. It will also facilitate the sharing of effective solutions on developing bankable road transport development projects and on the adoption and implementation of simplified and harmonized international trade procedures.

Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced capacity of the landlocked developing countries to improve their transport connectivity and facilitate trade.

Evidence of the result, if achieved, will include bankable road transport infrastructure projects developed in at least two landlocked developing countries that will be ready for investment.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
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

10.24 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 10.25 Table 10.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that would contribute to the attainment of the objective stated above.

Table 10.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	5	1
Substantive services for meetings (number of three-hour meetings)	26	26	34	22
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	3
Seminars, workshops and training events (number of days)	4	4	2	3
Technical materials (number of materials)	4	4	3	4
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 10.26 The variance in parliamentary documentation is driven by the decreased number of reports and other documents to the General Assembly on the midterm review of the implementation of the Vienna Programme of Action, owing to the completion of the midterm review process in 2019.
- 10.27 The variance in substantive services for meetings is driven mainly by the reduced number of formal meetings and informal consultations on the midterm review of the Vienna Programme of Action, owing to the completion of the midterm review process in 2019.
- 10.28 The variance in seminars, workshops and training events is driven by the increased number of events on capacity-building and sharing of best practices, in line with the 2030 Agenda and other United Nations practices, which was limited during the preparations for the midterm review of the Vienna Programme of Action in 2019.



Subprogramme 3 Small island developing States

1. Objective

10.29 The objective, to which this subprogramme contributes, is to increase the economic, social and environmental resilience of small island developing States.

2. Alignment with the Sustainable Development Goals

10.30 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms anywhere), 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 6 (Ensure availability and sustainable management of water and sanitation for all), 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 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 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

3. Highlighted result in 2018

First-ever exchange of best practices to build resilience in response to common threats

It was recognized in the SIDS Accelerated Modalities of Action (SAMOA) Pathway that small island developing States share exposure to common environmental, economic and social threats, which calls for joint approaches to resilience-building and sustainable development. These joint approaches would allow for effective cooperation and the sharing of responsibilities and opportunities towards achieving collective development goals. It is pertinent to note that the General Assembly, in its resolution [73/228](#), acknowledged the limited resource base of the small island developing States.

Over the years, one of the key challenges for small island developing States has been to identify platforms for joint approaches to resilience-building, owing in large part to the constraints associated with bringing



National focal points of small island developing States hold discussions during their inaugural meeting, held in Apia on 29 October 2018. Source: Office of the High Representative

together representatives from throughout the three small island developing State regions on a regular basis to share lessons learned and best practices. In 2018, the Office of the High Representative established the small island developing States national focal point mechanism. This entailed developing an action plan to lay out the steps to identify the focal points, mobilizing the necessary resources and operationalizing the network, in particular the organization of the inaugural meeting of the focal points. The meeting was held on the margins of the Interregional Preparatory Meeting for the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, held in Apia on 29 October 2018, and represented the first-ever exchange of best practices between national focal points of small island developing States on resilience-building in the context of the implementation of the Pathway and the 2030 Agenda.

Result and evidence

The deliverables contributed to the result, which is the establishment of a mechanism for knowledge-sharing among small island developing States.

Evidence of the result includes the first-ever face-to-face exchange of best practices between national focal points of small island developing States, with more than two thirds of representatives of these States in attendance, along with representatives attending from regional and international organizations. During the exchange, the focal points were able to highlight best practices in the localization of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the 2030 Agenda, including the mainstreaming of the international agreements into national development plans and budgeting processes. For example, the delegation of Samoa indicated the usefulness of translating the international agreements into the local language in order to enhance awareness and national ownership. The exchange also provided insights on how focal points could contribute to and/or coordinate the national processes associated with monitoring and reporting on the implementation of the Pathway and leverage regional and international development platforms provided by, among others, the Office of the High Representative, the Department of Economic and Social Affairs, UNDP, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Latin America and the Caribbean, the Pacific Community and the Caribbean Community. A range of policy issues were discussed, including national planning and the collection of data, a key capacity constraint for small island developing States. There was also an agreement that the Office would coordinate the development of a toolkit for the harmonized monitoring of and reporting on the implementation of the Pathway for the focal points to submit at the high-level midterm review of the Pathway, which is to be held on 27 September 2019. The importance of the exchange was recognized with an agreement on the first programme of work for the focal points, which is an effort to systematize next steps going forward.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 10.31 A planned result for 2018, which is enhanced coherence and synergy on issues related to small island developing States in United Nations processes related to the implementation and follow-up on and review of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by more than six references to small island developing States and/or to the issues of relevance to their development, including in the declaration of the ninth session of the World Urban Forum, the outcome of the 2018 Economic and Social Council forum on financing for development follow-up, the relevant resolutions adopted at the thirty-seventh session of the Economic Commission for Latin America and the Caribbean, the ministerial declaration of the 2018 high-level political forum on sustainable development, the relevant decisions adopted at the twenty-fourth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in Katowice, Poland, and the relevant resolutions of the General Assembly.

4. Highlighted planned result for 2020

Strengthened private sector engagement on oceans

To further advocate, at the global level, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and issues relating to small island developing States, the Office of the High Representative established the Small Island Developing States Global Business Network, which consists of a forum, in which small island developing States can interact with global businesses and other stakeholders to leverage partnerships that support sustainable development in those States, and a website that provides a platform for global advocacy for partnerships between and among small island developing States. The Network helps countries to identify partnership opportunities and strengthen efforts by all stakeholders. In 2018, an independent evaluation of the Network found that the Network had facilitated an emergent approach to creating shared value through “cross-sector partnerships” and that, through Network interaction, some 50 concrete partnerships had been developed.

Challenge and response

The challenge is to attract greater interest and investment in small island developing States by the private sector and to increase the engagement and the role of the private sector in promoting sustainable development in small island developing States in seven thematic areas: (a) oceans and marine resources; (b) connectivity: information and communications technology and transport; (c) sustainable agriculture; (d) sustainable tourism; (e) disaster risk reduction; (f) renewable energy; and (g) finance and other support measures for a sustainable private sector in small island developing States.

In response, for 2020, the Office of the High Representative will build on this emergent approach by convening the fourth Small Island Developing States Global Business Network Forum in the Pacific on the theme, “Strengthening private sector partnerships to advance ocean sustainability”. It is expected that the Forum will be held on the margins of the “Our Ocean” Conference to be held in 2020, in order to leverage public-private partnership support for the oceans, with a focus on small island developing States.

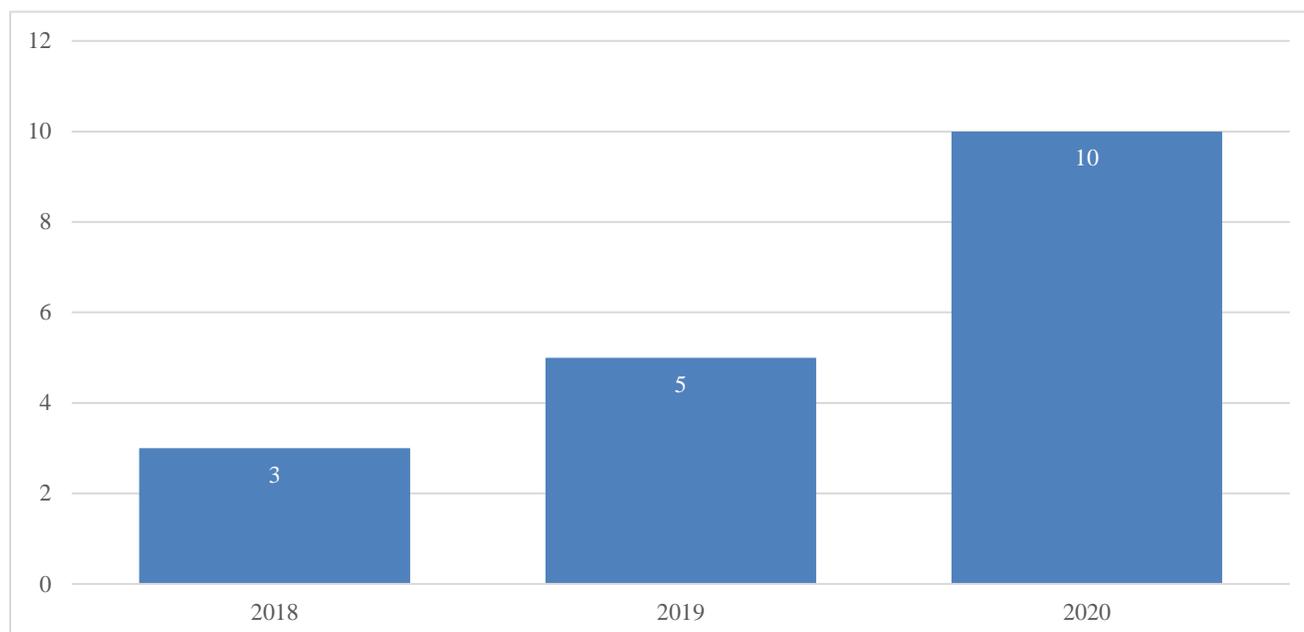
Result and evidence

The planned deliverables are expected to contribute to the result, which is strengthened private sector engagement in small island developing States in order to advance ocean sustainability.

Evidence of the result, if achieved, will include increase in concrete partnerships developed and implemented in small island developing States in the area of ocean sustainability, from 5 partnerships projected in 2019 to 10 in 2020, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: number of small island developing States Global Business Network ocean-related partnerships, 2018–2020



10.32 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

10.33 Table 10.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that would contribute to the attainment of the objective stated above.

Table 10.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	10	24	24	12
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	–	1
Seminars, workshops and training events (number of days)	6	6	5	7
Technical materials (number of materials)	2	1	1	2
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
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D. Communication deliverables

- External and media relations
- Digital platforms and multimedia content

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 10.34 The variance in substantive services for meetings was driven mainly by an increase in the number of regional and interregional preparatory meetings for the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, owing to requests by Member States for additional meetings for the preparatory process.
- 10.35 The variance in technical materials was driven mainly by a decrease in the production of publication on the achievement of the Sustainable Development Goals and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, with a thematic focus on sustainable tourism, owing to the decision to postpone publication to 2019 to coincide with the midterm review of the Pathway.

Variances between the planned figures for 2020 and 2019

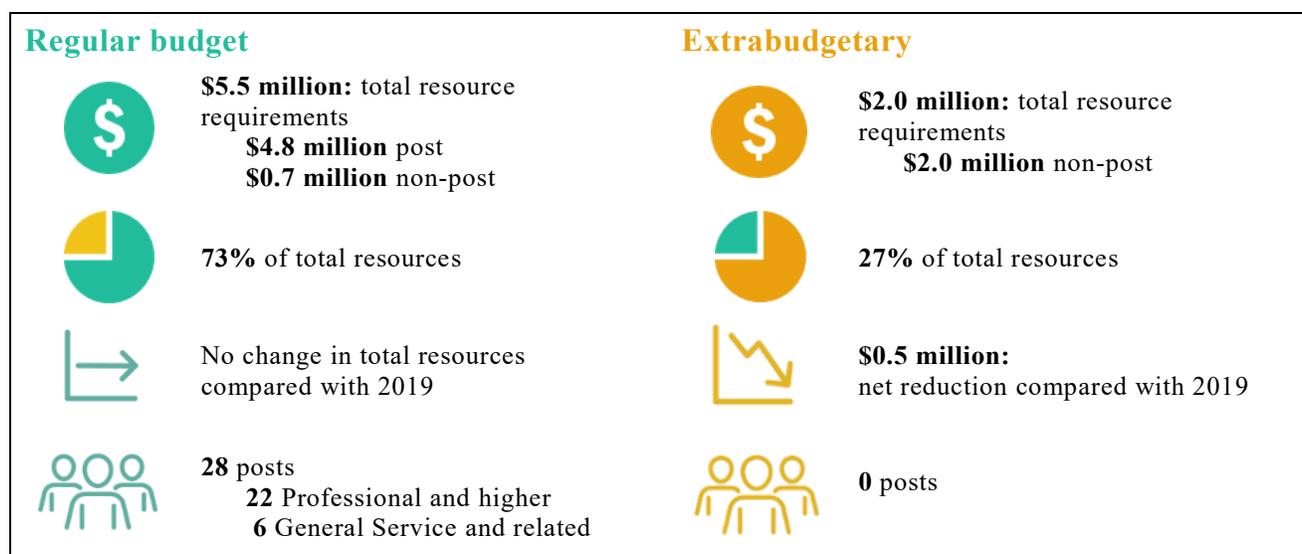
- 10.36 The variance in substantive services for meetings is driven mainly by the decreased number of informal consultations of the co-facilitators on the outcome of the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, owing to the completion of the process.
- 10.37 The variance in field and technical cooperation projects is driven mainly by an increase in the number of projects on the achievement of the Sustainable Development Goals in small island developing States, owing to the implementation of the outcome of the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway in 2019, which identified specific areas for technical cooperation.
- 10.38 The variance in seminars, workshops and training events and technical materials is driven mainly by the increased number of events on capacity-building and sharing of best practices to support the implementation of the outcome of the midterm review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway, as well as the 2030 Agenda.

B. Proposed post and non-post resource requirements for 2020

Overview

10.39 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 10.II and table 10.4.

Figure 10.II
2020 in numbers



Note: Estimates before recosting.

Table 10.4
Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources									
Executive direction and management	1 347.5	1 347.5	–	–	–	–	1 347.5	1 347.5	–
Programme of work									
1. Least developed countries	3 249.4	3 249.4	–	1 168.5	1 214.0	45.5	4 417.9	4 463.4	45.5
2. Landlocked developing countries	593.3	593.3	–	1 057.0	165.0	(892.0)	1 650.3	758.3	(892.0)
3. Small island developing States	317.9	317.9	–	247.1	657.6	410.5	565.0	975.5	410.5
Subtotal, programme of work	4 160.6	4 160.6	–	2 472.6	2 036.6	(436.0)	6 633.2	6 197.2	(436.0)
Total	5 508.1	5 508.1	–	2 472.6	2 036.6	(436.0)	7 980.7	7 544.7	(436.0)

Part IV International cooperation for development

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Post resources									
Executive direction and management	6	6	–	–	–	–	6	6	–
Programme of work									
1. Least developed countries	17	17	–	–	–	–	17	17	–
2. Landlocked developing countries	3	3	–	–	–	–	3	3	–
3. Small island developing States	2	2	–	–	–	–	2	2	–
Subtotal, programme of work	22	22	–	–	–	–	22	22	–
Total	28	28	–	–	–	–	28	28	–

Overview of resources for the regular budget

10.40 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 10.5 and 10.6. The proposed resource level provides for the full, efficient and effective implementation delivery of mandates.

Table 10.5

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

Component	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total		
Executive direction and management	1 317.7	1 347.5	–	–	–	–	1 347.5	1 402.5
Programme of work	4 209.1	4 160.6	–	–	–	–	4 160.6	4 354.2
Total	5 526.8	5 508.1	–	–	–	–	5 508.1	5 756.7
Main category of expenditure								
Post	4 993.3	4 812.0	–	–	–	–	4 812.0	5 049.7
Non-post	533.5	696.1	–	–	–	–	696.1	707.0
Total	5 526.8	5 508.1	–	–	–	–	5 508.1	5 756.7

Table 10.6
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	1	–
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	7	–	–	–	7	–
P-4	7	–	–	–	7	–
P-3	4	–	–	–	4	–
P-2/1	1	–	–	–	1	–
Subtotal	22	–	–	–	22	–
General Service						
Other level	6	–	–	–	6	–
Subtotal	6	–	–	–	6	–
Total	28	–	–	–	28	–

Abbreviations: USG, Under-Secretary-General.

Executive direction and management

- 10.41 The Under-Secretary-General and High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and approved programme of work. She engages in high-level consultations with Member States, organizations of the United Nations system, multilateral and regional financial institutions, the private sector, and civil society groups and academia, and supports the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries and the 2030 Agenda, as it relates to these countries.
- 10.42 The Office of the High Representative advises the Under-Secretary-General and High Representative on issues of policy and management; acts as a focal point for information on all aspects of the work of the Office and ensures that such information is disseminated internally and projected externally, as appropriate; and consults, negotiates and coordinates with other departments, offices, funds and programmes, as well as with non-United Nations entities, on matters of common concern. The Office is headed by a Director (D-2), who is responsible for the overall coordination and strategic management of the Office and who acts as a deputy to the High Representative.
- 10.43 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office of the High Representative is integrating environmental management practices into its operations. In 2018, a highlight is that the Office reduced its carbon footprint through a reduction in the use of photocopy paper and the printing of documentation, all of which lowered the Organization's carbon footprint. In 2020, the Office will continue this practice.
- 10.44 Information on compliance with regard to the timely submission of documentation and advanced booking for air travel is reflected in table 10.7.

Part IV International cooperation for development

**Table 10.7
Compliance rate**

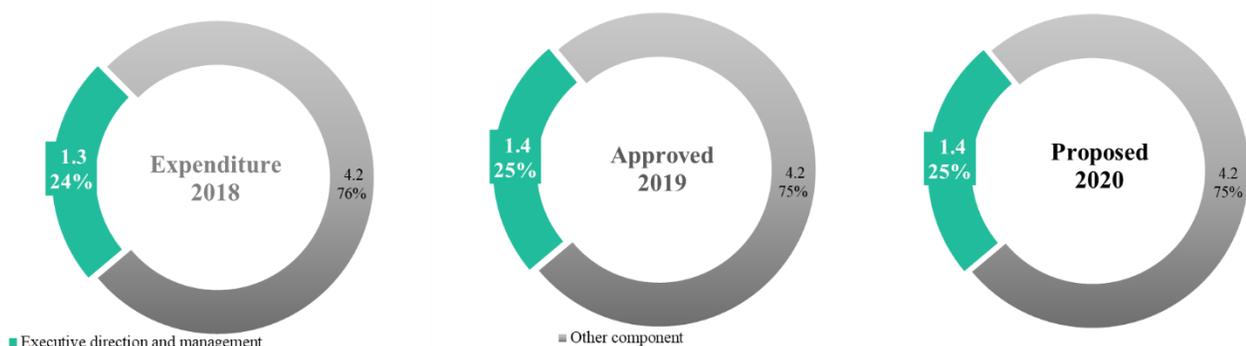
(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	35	100	100

10.45 The proposed regular budget resources for 2020 amount to \$1,347,500 and reflect no resource change, compared with the appropriation for 2019. Additional details are reflected in figures 10.III and 10.IV and table 10.8.

**Figure 10.III
Resources for executive direction and management as a percentage of the regular budget**

(Millions of United States dollars)



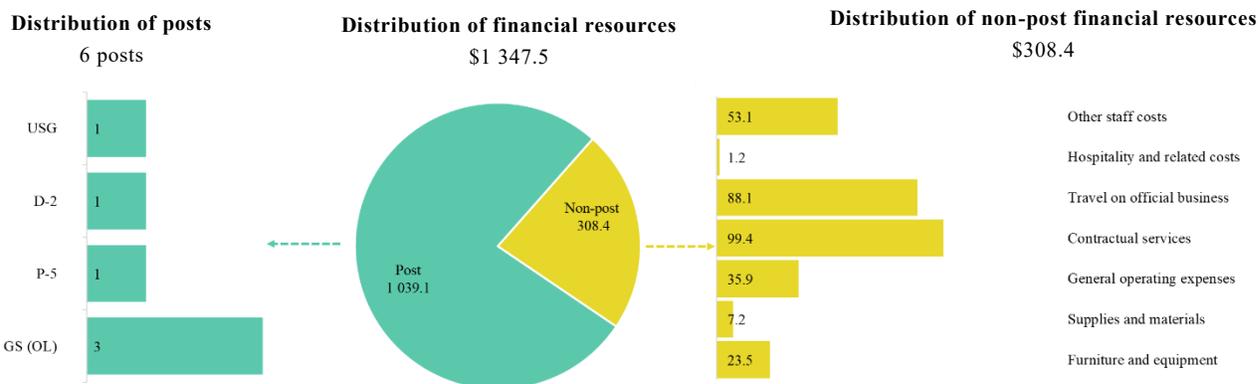
**Table 10.8
Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	<i>2018 expenditure</i>	<i>2019 appropriation</i>	<i>Changes</i>				<i>2020 estimates (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total Percentage</i>	
Financial resources by main category of expenditure							
Post	1 066.0	1 039.1	–	–	–	–	1 039.1
Non-post	251.7	308.4	–	–	–	–	308.4
Total	1 317.7	1 347.5	–	–	–	–	1 347.5
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		3	–	–	–	–	3
Total		6	–	–	–	–	6

Figure 10.IV
Executive direction and management: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

Programme of work

10.46 The proposed regular budget resources for 2020 amount to \$4,160,600 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figures 10.V and 10.VI and table 10.9.

Figure 10.V
Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)



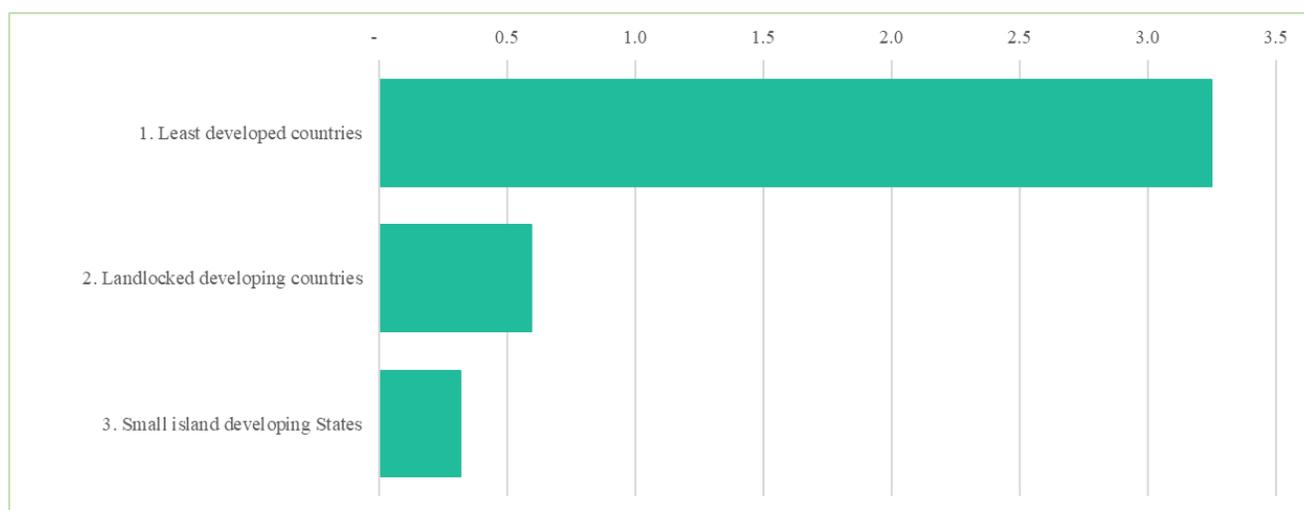
Table 10.9
Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by subprogramme							
1. Least developed countries	3 146.5	3 249.4	–	–	–	–	3 249.4
2. Landlocked developing countries	556.2	593.3	–	–	–	–	593.3
3. Small island developing States	506.4	317.9	–	–	–	–	317.9
Total	4 209.1	4 160.6	–	–	–	–	4 160.6
Financial resources by main category of expenditure							
Post	3 927.3	3 772.9	–	–	–	–	3 772.9
Non-post	281.8	387.7	–	–	–	–	387.7
Total	4 209.1	4 160.6	–	–	–	–	4 160.6
Post resources by subprogramme							
1. Least developed countries		17	–	–	–	–	17
2. Landlocked developing countries		3	–	–	–	–	3
3. Small island developing States		2	–	–	–	–	2
Total		22	–	–	–	–	22

Figure 10.VI
Distribution of proposed resources for 2020 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Least developed countries

10.47 The proposed regular budget resources for 2020 amount to \$3,249,400 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 10.10 and figures 10.VII.

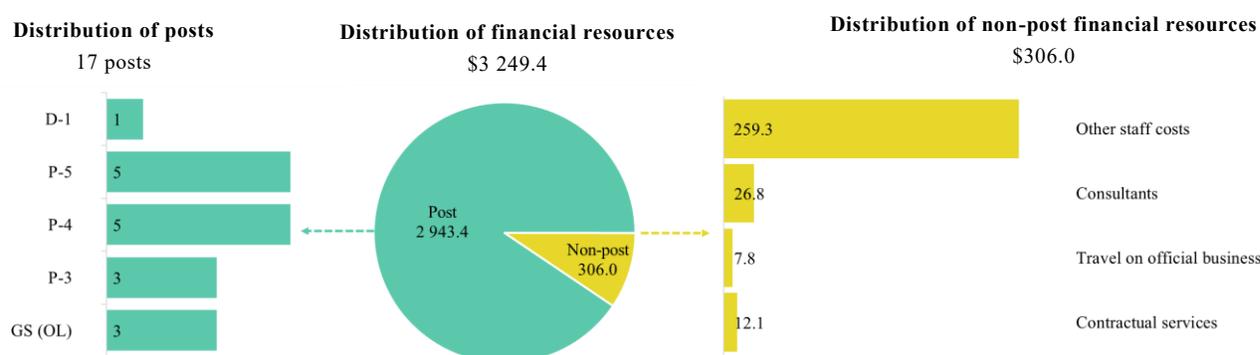
Table 10.10
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimates (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	2 891.0	2 943.4	–	–	–	–	2 943.4
Non-post	255.5	306.0	–	–	–	–	306.0
Total	3 146.5	3 249.4	–	–	–	–	3 249.4
Post resources by category							
Professional and higher		14	–	–	–	–	14
General Service and related		3	–	–	–	–	3
Total		17	–	–	–	–	17

Figure 10.VII
Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

10.48 The subprogramme is supported by extrabudgetary resources, estimated at \$1,214,000, as reflected in table 10.4. The resources would provide for the implementation of activities required as part of the substantive preparatory process at the national, regional and global levels for the fifth United Nations Conference on Least Developed Countries, as mandated pursuant to General Assembly resolution 73/242. The increase of \$45,500 is due mainly to the estimated additional contribution for the Conference, offset in part by the completion of some projects by the end of 2019.

Subprogramme 2 Landlocked developing countries

10.49 The proposed regular budget resources for 2020 amount to \$593,300 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 10.11 and figure 10.VIII.

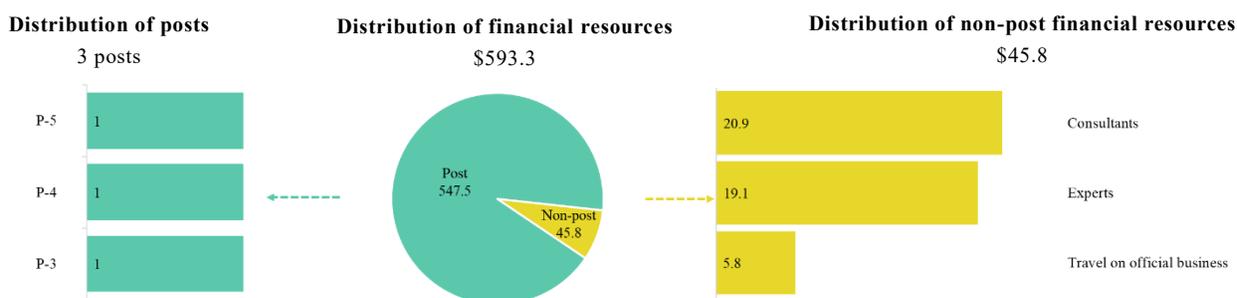
Table 10.11
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimates (before recosting)
			Technical adjustments	New/expanded mandate	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	548.8	547.5	–	–	–	–	547.5
Non-post	7.4	45.8	–	–	–	–	45.8
Total	556.2	593.3	–	–	–	–	593.3
Post resources by category							
Professional and higher		3	–	–	–	–	3
Total		3	–	–	–	–	3

Figure 10.VIII
Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



10.50 The subprogramme is supported by extrabudgetary resources, estimated at \$165,000, as reflected in table 10.4. The resources would provide for the implementation of activities related to the follow-up of the Vienna Programme of Action and of the declaration of the midterm review. The decrease of \$892,000 is due mainly to the completion of projects implemented under the subprogramme and of the midterm review of the Vienna Programme of Action in 2019.

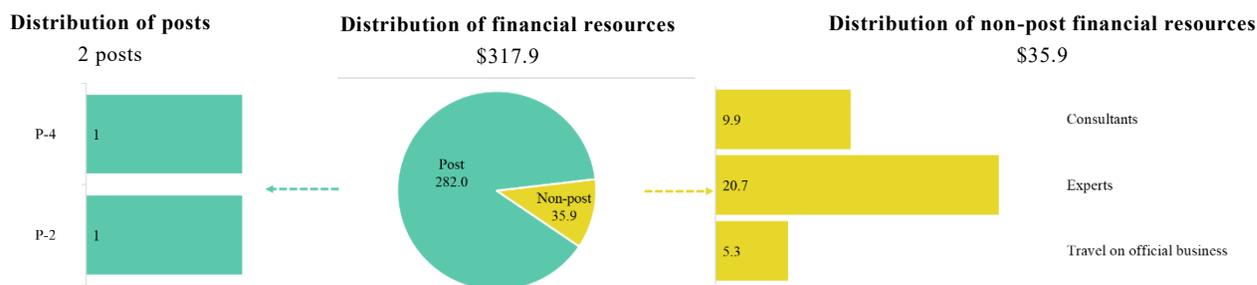
Subprogramme 3 Small island developing States

10.51 The proposed regular budget resources for 2020 amount to \$317,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 10.12 and figure 10.IX.

Table 10.12
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimates (before recosting)
			Technical adjustments	New/expanded mandate	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	487.5	282.0	–	–	–	–	282.0
Non-post	18.9	35.9	–	–	–	–	35.9
Total	506.4	317.9	–	–	–	–	317.9
Post resources by category							
Professional and higher		2	–	–	–	–	2
Total		2	–	–	–	–	2

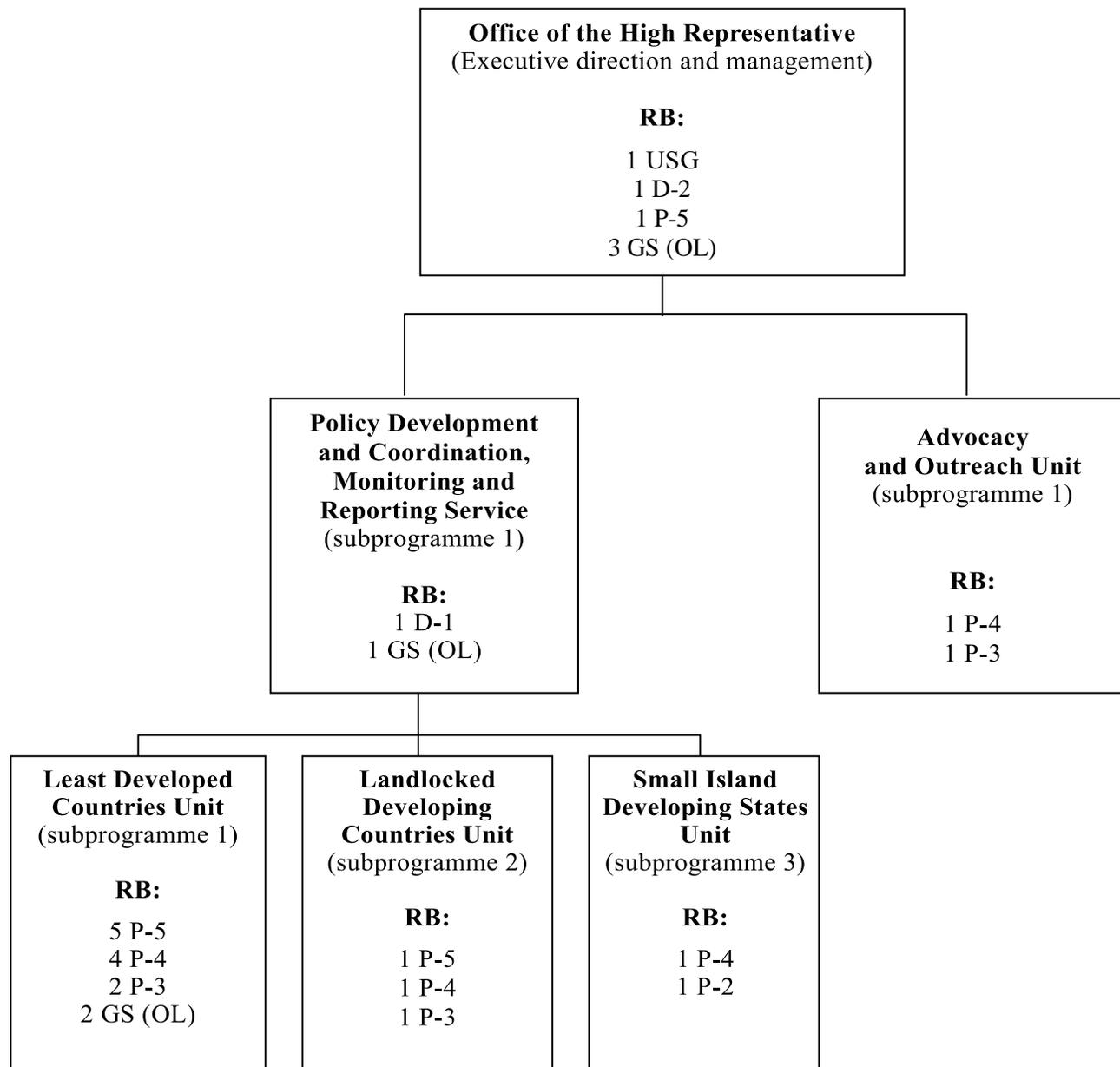
Figure 10.IX
Subprogramme 3: distribution of proposed resources for 2020 (before recosting)
(Number of posts/thousands of United States dollars)



10.52 The subprogramme is supported by extrabudgetary resources, estimated at \$657,600, as reflected in table 10.4. The resources would provide for the implementation of activities related to the Small Island Developing States Global Business Network Forum and other activities related to the programme of work. The increase of \$410,500 is due mainly to additional contributions for the Forum.

Annex

Organizational structure and post distribution for 2020



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