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## Proposed programme budget for 2020

### Proposed programme budget for 2020

#### Part V

#### Regional cooperation for development

#### Section 23

#### Regular programme of technical cooperation\*\*\*\*

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\* [A/74/50](#).

\*\* The part consisting of the proposed programme plan for 2020 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 13 of resolution [72/266 A](#).

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



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## Overview

### Overall orientation

- 23.1 The regular programme of technical cooperation, established by the General Assembly in its resolution 58 (I) in 1946, serves to support developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their capacity development efforts. Currently, those efforts are geared towards the implementation by Member States of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, and other internationally agreed development goals and the outcomes of United Nations conferences and summits. The programme supports and advances processes aimed at developing the capacity of Governments, through both individuals and institutions, to formulate and implement policies for sustainable economic and social development. The sharing of experiences across countries and regions, South-South cooperation, the use of national expertise from the beneficiary countries to the extent possible and the building of knowledge networks to facilitate continued exchange and assistance and promote sustainability are characteristic of the programme.
- 23.2 The programme enables the Secretariat to offer Member States access to the diverse global and regional specialized development expertise and knowledge readily available within the programme's implementing entities: the Department of Economic and Social Affairs, the five regional commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the United Nations Human Settlements Programme (UN-Habitat), the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR).
- 23.3 The capacity development activities of the implementing entities draw substantively from their normative and analytical work and respond to the policy guidance and programmes of action agreed by Member States through the intergovernmental mechanisms. This enables developing countries to benefit from both the knowledge acquired through that work and from the experiences of different geographic regions, allowing for the sharing and exchange of innovative and good practices. Of equal importance is the contribution that the capacity development work brings to the normative and analytical activities and, ultimately, to the support provided to the intergovernmental dialogue.
- 23.4 The defining feature of the programme is that it must be demand-driven, responding to an expressed need by Member States for capacity development support. At the same time, to ensure complementarity with the work programmes of implementing entities, services cannot be delivered solely on an ad hoc basis, but rather must be part of more complex programmatic approaches based on a thorough understanding and appreciation of national needs.
- 23.5 To implement the 2030 Agenda, countries have recognized the need to adopt new, transformative and innovative approaches to integrate sustainability into national development planning, policies, budgets, law, institutions and monitoring and accountability frameworks. Doing so will require individual, institutional, analytical and statistical capacities to address the complexity and cross-cutting nature of the sustainable development challenges in a coherent and integrated fashion. While strides have been made in some of these areas, the challenges remain enormous. For this reason, capacity development has been positioned as a central requirement to advance the implementation of the 2030 Agenda.
- 23.6 In its resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the General Assembly called upon the United Nations funds, programmes and specialized agencies, at the request of national Governments, to improve their support to the building, development and strengthening of national capacities, to support development results at the country level and to promote national ownership and leadership, in line

with national development policies, plans and priorities, and to support countries in the implementation of, follow-up to and reporting on internationally agreed development goals, particularly by mainstreaming the Sustainable Development Goals. In addition, key functional areas for capacity development activities that the United Nations development system is best qualified to perform were identified through the quadrennial comprehensive policy review, including evidence-based, integrated policy advice; normative support; support for national institutional and statistical capacities; assisting Governments in leveraging partnerships; support for South-South, North-South, triangular and international cooperation; technical assistance; and direct programme support. The programme continues to be a source of complementary technical assistance, enabling the Organization to respond to specific requests for capacity development on issues that United Nations entities are mandated to address, but for which they are not resourced. It therefore provides a vehicle through which countries can harness the expertise that exists within the United Nations development system, especially non-resident entities, in support of the wider set of challenges that they face in supporting the implementation of the Goals in line with the reinvigorated role of the resident coordinator system and the new generation of United Nations country teams envisioned in Assembly resolution [72/279](#) on the 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. The ability of the programme to respond flexibly and at short notice to specific requests of developing countries for small-scale but urgent requirements, as defined by them, to enable countries to forge common responses and approaches to address issues affecting countries with geographically shared boundaries or facing similar situations and to exchange and transfer new knowledge, skills and technologies differentiates it from other technical cooperation support available within the United Nations system.

- 23.7 The strategic use of the resources of the programme is becoming more defined within the overall capacity development strategy of the respective implementing agencies and is used complementarily to other development funds, including the United Nations Development Account and extrabudgetary resources, which optimizes its impact through strengthened linkages and follow-through. Some entities have developed integrated working plans for their capacity development activities to promote greater synergy across themes, as well as regional and in-country support.
- 23.8 Global and regional entities of the Secretariat implementing activities under the programme coordinate those activities through established internal mechanisms. The Executive Committee on Economic and Social Affairs, the focus of which is the harmonization of its members' programmes, helps to achieve a rational division of labour and complementarity between the global and regional entities by promoting programmatic coordination and identifying synergies for operational work. At another level, the engagement of implementing entities within the United Nations Development Group brings about greater awareness by a larger group of entities of the specific expertise and operational strengths available in the United Nations system, thereby increasing potential cooperation to implement projects and undertake operational work at the country level, and improving system-wide coherence in the context of relevant country processes and cooperation frameworks.
- 23.9 The implementing entities of the programme are all non-resident agencies. As such, they engage with the Resident Coordinator and resident agencies to maximize the impact of country-level development work. Such cooperation enables access to up-to-date information on national development priorities and better positioning in the broader development cooperation environment. For resident agencies, it enables access to the knowledge and expertise of non-resident agencies. This cooperation can include joint programming, including through the common country assessment, the United Nations Development Assistance Framework and the poverty reduction strategy paper process, as well as joint needs assessments and, where appropriate, joint fundraising.
- 23.10 Many non-resident agencies have entered into institutional cooperation agreements with resident agencies, often in the form of memorandums of understanding. Some Resident Coordinators have a dedicated liaison officer to engage with non-resident agencies. There has been improvement in the non-resident agency/resident agency cooperation in terms of better communication and coordination,

including through increased awareness of each other's mandates, participation in knowledge networking and better planning by the non-resident agencies when undertaking country missions by directly engaging with the resident coordination offices and resident agencies on country-level work. The development and adoption of the standard operating procedures for countries wishing to adopt the "Delivering as one" approach is an important milestone in providing concrete, flexible solutions for United Nations country teams that are in line with the reform agenda, as formulated in the resolution on the quadrennial comprehensive policy review.

- 23.11 Cooperation with partners within the broader development assistance community, including the Bretton Woods institutions, the Organization for Economic Cooperation and Development (OECD), regional development banks and other regional organizations, will continue to be pursued as partners work together to align with and improve coherence of development priorities among country clusters (least developed countries/landlocked developing countries/small island developing States), within regional and subregional groupings, and at the country level for greater impact of the programme's activities in the field.
- 23.12 In line with General Assembly resolution 2514 (XXIV) and Economic and Social Council resolution 1434 (XLVII), activities financed under the present budget section will continue to focus on short-term advisory services, training and field projects, as outlined below. Activities will be based on needs expressed by Member States and by regional and subregional cooperation groups, either at the request of a State or as guided by the intergovernmental process, bearing in mind the criteria set forth for the purposes and uses of the programme.
- 23.13 The following criteria are relevant to all implementing entities of the programme:
  - (a) Activities should be responsive primarily to the requests of developing countries and be of a short-term nature (i.e., conceived and implemented within less than two calendar years); longer-term initiatives that require a phased approach and that build on knowledge acquired through previous interventions may continue, pending the mobilization of external resources;
  - (b) Activities should fall within the broader programme of work of the implementing entity as mandated by its governing body, and the entity should play a demonstrable leadership role in normative and analytical functions relating to the activities;
  - (c) Activities should build capacity in developing countries, including for meeting treaty and related normative obligations, and, through the sharing of experience gained at the country level, enrich the analytical functions of the implementing entity for the benefit of all Member States;
  - (d) Activities that aid in the preparation of specialized components of a country's development strategy or that help to prepare requests for larger-scale funding from other sources are encouraged.

#### **Short-term advisory services**

- 23.14 Advisory services ensure the provision of high-level technical expertise, the transfer of knowledge from global and regional entities to Governments on policy-related issues and development strategies and the formulation, assessment or evaluation of projects and programmes. The core of the programme is built around regional and interregional advisers who are specialists in both capacity development and in the substantive knowledge of the subprogramme. These advisers represent the critical interface between the countries and the implementing entities, facilitating country-level access to the expertise of the Organization. The services are often provided through the modality of advisory missions, which are planned, implemented and followed up through mechanisms utilizing information and communications technology. Advisory missions often lead to the formulation of technical cooperation projects, implemented either by a Government or in partnership with a United Nations entity. Advisory missions also lead to Development Account projects, providing a natural platform to pursue longer-term and sustainable support to the countries. This serves to enhance the multiplier effect and the longer-term impact of the mission. Advisory

missions also provide technical support, including monitoring and evaluation, to nationally executed programmes, thereby ensuring that programme implementation is consistent with the outcomes of United Nations conferences.

- 23.15 To ensure that the pool of interregional/regional advisers represents the highest calibre of technical skills and knowledge, all implementing entities of the programme have committed to updating their advisory capacities so as to be able to replace advisers as needed to ensure that they have the best skills and knowledge to respond to the changing needs of Member States. Extensions are reviewed on an annual basis by senior-level departmental panels, which include a review of the advisory services provided during the past period and an examination of a results-based workplan, which is fully integrated within the subprogramme's technical cooperation programme, for the forthcoming period. While there is an annual review of the advisory skills needed during the next period, the positions are automatically redefined at the five-year mark to better respond to the changing needs of countries and to address new and emerging concerns. Doing so may result in a total change of competencies and skills or the redefinition of the positions' sectoral focus to address a specific technical area, for example, global geospatial information management.
- 23.16 In line with past intergovernmental guidance, the implementing entities have taken steps to utilize complementary mechanisms for the provision of advisory services, including the recruitment of short-term advisers who respond to very specific, distinct assignments of a limited duration, as well as consultancy assignments, in which national and regional expertise are drawn upon, in particular when addressing issues that are country-specific, for which expert knowledge of national or regional issues is fundamental in ensuring the most relevant and targeted support. The entities also rely on national or regional institutions, particularly in the context of national workshops, which ensures the transfer of local knowledge and expertise and promotes local follow-up actions.

### **Field projects**

- 23.17 Field projects provide a link between research and analysis that is based on implementation experiences and provide opportunities to test-drive policy or other normative recommendations on a small scale, where impact can be quickly and closely gauged. The projects are designed in response to demands by Member States regarding a clearly articulated need, while simultaneously reflecting programmatic and subprogramme priorities. They are longer-term initiatives and are often supplemented by extrabudgetary resources or the Development Account in order to scale up their activities. Such projects may be country-based but can also be interregional or subregional.

### **Training**

- 23.18 Training is aimed at building knowledge and skills that will contribute to strengthening national capacity for policy development and the effective implementation of national policies. Training is often conducted through seminars and workshops, as well as through the provision of short-term fellowships, which foster more in-depth reviews and opportunities for learning. The exchange of good practices and South-South cooperation are consistently fostered. The main consideration guiding the training conducted under the programme is that the topics should play a catalytic role in the development process and should contribute to linking local needs and conditions with the follow-up of major conferences. Even where the organizing entity is a global one, the participation of the relevant regional commissions is encouraged in the interest of sustainability and continued regional support after the event.
- 23.19 Training is undertaken in response to an identified capacity gap in one or more countries and at the request of Member States. Interregional advisers, staff and/or consultants may lead and participate in seminars and workshops by developing training modules, facilitating discussions and providing hands-on training. Seminars and workshops are held at the subnational, national and regional levels.
- 23.20 Modalities used for the delivery of technical cooperation are intended to be flexible, utilizing those best suited to the specific objective being pursued, including, but not limited to, advisers, consultants, training, fellowships, distance learning, toolkits, knowledge networks and field projects.

**Section 23 Regular programme of technical cooperation**

- 23.21 Given the nature of the programme, its presentation in the proposed programme budget remains at the level of major sectoral themes with an indication of the entities responsible for implementation.
- 23.22 Consistent efforts are made to incorporate results-based budgeting into the implementation of capacity development activities funded under the programme. In 2020, there are 54 subprogrammes that provide services under the programme.

**Overview of resources for the regular budget**

- 23.23 The proposed regular budget resources for 2020 amount to \$36,176,800 before recosting and reflect an increase of \$3,289,000 (10 per cent) compared with the appropriation for 2019, as shown in table 23.1. The increased level of resources are proposed to provide additional support to Member States' efforts towards the implementation of the 2030 Agenda for Sustainable Development. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- 23.24 The distribution of resources by component, object of expenditure and programme is summarized in tables 23.1 to 23.3. A summary of deliverables by implementing entity is provided in table 23.5.

Table 23.1

**Evolution of financial resources by component and main category of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate before recosting	Recosting	2020 estimate after recosting
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Component</b>										
A. Sectoral advisory services	11 101.6	13 773.2	–	–	1 377.3	1 377.3	10.0	15 150.5	288.5	15 439.0
B. Regional and subregional advisory services	17 473.2	19 114.6	–	–	1 911.7	1 911.7	10.0	21 026.3	690.2	21 716.5
<b>Total</b>	<b>28 574.8</b>	<b>32 887.8</b>	<b>–</b>	<b>–</b>	<b>3 289.0</b>	<b>3 289.0</b>	<b>10.0</b>	<b>36 176.8</b>	<b>978.7</b>	<b>37 155.5</b>
<b>Main category of expenditure</b>										
Non-post	28 574.8	32 887.8	–	–	3 289.0	3 289.0	10.0	36 176.8	978.7	37 155.5
<b>Total</b>	<b>28 574.8</b>	<b>32 887.8</b>	<b>–</b>	<b>–</b>	<b>3 289.0</b>	<b>3 289.0</b>	<b>10.0</b>	<b>36 176.8</b>	<b>978.7</b>	<b>37 155.5</b>

Table 23.2

**Evolution of financial resources by budget class**

(Thousands of United States dollars)

Budget class	2018 expenditure	2019 appropriation	Changes		2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Amount	Percentage			
Other staff costs	15 304.2	17 836.0	519.2	2.9	18 355.2	540.9	18 896.1
Consultants and experts	3 382.5	3 508.3	930.6	26.5	4 438.9	180.0	4 618.9
Travel – representatives	52.6	–	–	–	–	–	–
Travel on official business	2 565.4	3 122.2	331.2	10.6	3 453.4	53.6	3 507.0
Contractual services	679.0	296.4	373.6	126.0	670.0	31.2	701.2
General operating expenses	443.5	505.2	40.4	8.0	545.6	9.4	555.0

**Part V Regional cooperation for development**

Budget class	2018 expenditure	2019 appropriation	Changes		2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Amount	Percentage			
Supplies and materials	5.0	2.6	—	—	2.6	0.2	2.8
Furniture and equipment	62.9	68.6	(67.2)	(98.0)	1.4	0.1	1.5
Fellowships, grants and contributions	6 079.7	7 548.5	1 161.2	15.4	8 709.7	163.3	8 873.0
<b>Total</b>	<b>28 574.8</b>	<b>32 887.8</b>	<b>3 289.0</b>	<b>10.0</b>	<b>36 176.8</b>	<b>978.7</b>	<b>37 155.5</b>

Table 23.3

**Evolution of financial resources by programme**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Amount	Percentage			
<b>A. Sectoral advisory services</b>							
1. Economic and social affairs	6 427.2	7 864.2	786.4	10.0	8 650.6	138.6	8 789.2
2. Trade and development	1 186.9	1 374.7	137.5	10.0	1 512.2	23.4	1 535.6
3. Human settlements	794.2	956.5	95.7	10.0	1 052.2	64.5	1 116.7
4. International drug control, crime and terrorism prevention and criminal justice	871.2	876.2	87.6	10.0	963.8	16.1	979.9
5. Human rights	1 435.5	2 074.2	207.4	10.0	2 281.6	35.0	2 316.6
6. Humanitarian assistance	386.7	627.4	62.7	10.0	690.1	11.0	701.1
<b>B. Regional and subregional advisory services</b>							
1. Economic and social development in Africa	6 336.7	6 998.1	700.0	10.0	7 698.1	395.7	8 093.8
2. Economic and social development in Asia and the Pacific	2 954.0	3 250.5	325.1	10.0	3 575.6	51.8	3 627.4
3. Economic development in Europe	1 612.0	1 981.2	198.1	10.0	2 179.3	33.4	2 212.7
4. Economic and social development in Latin America and the Caribbean	3 553.6	3 743.	374.4	10.0	4 118.0	103.2	4 221.2
5. Economic and social development in Western Asia	3 016.9	3 141.2	314.1	10.0	3 455.3	117.0	3 572.3
<b>Total</b>	<b>28 574.8</b>	<b>32 887.8</b>	<b>3 289.0</b>	<b>10.0</b>	<b>36 176.8</b>	<b>978.7</b>	<b>37 155.5</b>



Figure 23.I  
**Distribution of proposed resources for 2020 by entity**

(Millions of United States dollars)

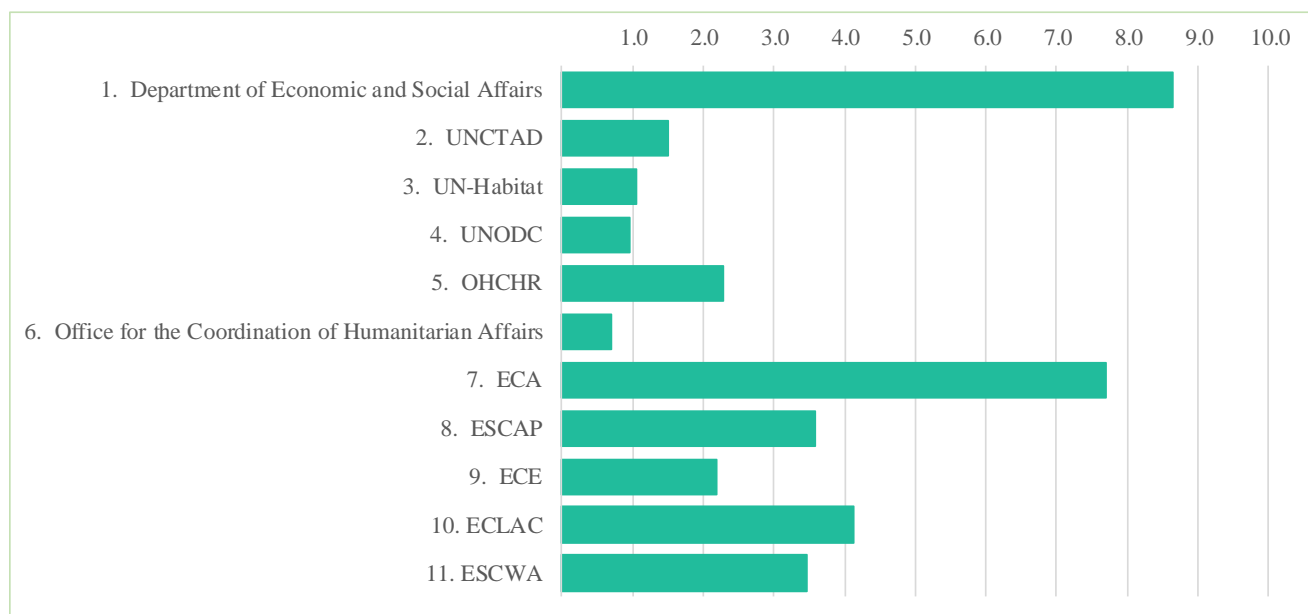


Figure 23.II  
**Distribution of proposed resources for 2020 (before recosting)**

(Thousands of United States dollars)



## A. Sectoral advisory services

Table 23.4

Summary of requirements by subprogramme and implementing office<sup>a</sup>

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	2020						2020 estimate after recosting
			Department of Economic and Social Affairs	UNCTAD	UN-Habitat	UNODC	OHCHR	Office for the Coordination of Humanitarian Affairs	
1. Economic and social affairs									
Inclusive social development	840.8	850.0	850.0	—	—	—	—	—	863.6
Sustainable development	951.6	1 049.8	1 541.3	—	—	—	—	—	1 566.1
Statistics	1 401.7	1 443.5	1 443.5	—	—	—	—	—	1 466.6
Population	114.1	338.1	338.1	—	—	—	—	—	343.6
Economic analysis and policy	890.4	957.4	957.4	—	—	—	—	—	972.8
Public institutions and digital government	1 058.8	1 033.2	1 033.2	—	—	—	—	—	1 049.6
Sustainable forest management	475.0	443.3	443.3	—	—	—	—	—	450.4
Financing for sustainable development	694.7	1 748.9	2 043.8	—	—	—	—	—	2 076.5
2. Trade and development									
Globalization, interdependence and development	232.5	283.3	—	290.8	—	—	—	—	295.3
Investment and enterprise	232.5	283.3	—	290.8	—	—	—	—	295.3
International trade and commodities	232.5	283.3	—	290.8	—	—	—	—	295.3
Technology and logistics	238.5	283.4	—	356.4	—	—	—	—	361.9
Africa, least developed countries and special programmes	250.9	241.4	—	283.4	—	—	—	—	287.7
3. Human settlements	794.2	956.5	—	—	1 052.2	—	—	—	1 116.7
4. International drug control, crime and terrorism prevention and criminal justice									

**Section 23 Regular programme of technical cooperation**

	2018 expenditure	2019 appropriation	2020						2020 estimate after recosting
			Department of Economic and Social Affairs	UNCTAD	UN-Habitat	UNODC	OHCHR	Office for the Coordination of Humanitarian Affairs	
Justice, technical cooperation and field support	871.2	876.2	–	–	–	963.8	–	–	979.9
5. Human rights									
Advisory services, technical cooperation and field activities	1 435.5	2 074.2	–	–	–	–	2 281.6	–	2 316.6
6. Humanitarian assistance									
Policy and analysis	41.9	92.0	–	–	–	–	–	154.7	157.2
Coordination of humanitarian action and emergency response	144.2	253.8	–	–	–	–	–	253.8	257.9
Emergency support services	128.2	153.8	–	–	–	–	–	153.8	156.2
Humanitarian emergency information and advocacy	72.4	127.8	–	–	–	–	–	127.8	129.8
<b>Total</b>	<b>11 101.7</b>	<b>13 773.2</b>	<b>8 650.6</b>	<b>1 512.2</b>	<b>1 052.2</b>	<b>963.8</b>	<b>2 281.6</b>	<b>690.1</b>	<b>15 439.0</b>

<sup>a</sup> The breakdown is subject to change in response to assistance requests received, and is shown for indicative purposes only.

## 1. Economic and social affairs

23.25 The activities under economic and social affairs are implemented by the Department of Economic and Social Affairs. More specifically, the Department's activities under the regular programme of technical cooperation will provide support for formulating viable national strategies, policies and programmes that integrate the 2030 Agenda, the Addis Ababa Action Agenda and other relevant policy frameworks, in particular in relation to the achievement of the Sustainable Development Goals and other internationally agreed development goals. In 2020, the Department will focus on assisting countries in: (a) advancing coherent, integrated, evidence-based policy and planning frameworks for the implementation of the 2030 Agenda and the Addis Ababa Action Agenda; (b) building effective and accountable institutions for inclusive and participatory decision-making processes to support sustainable development; and (c) strengthening national technical capacities to mobilize the means of implementation for the 2030 Agenda. The Department will do so through capacity-development support focused on strengthening national capacities for policy analysis; mainstreaming sustainable development; data and statistics; integrated monitoring, evaluation and review; stakeholder engagement; service delivery; national and international resource mobilization; and partnerships. The principle of "No one left behind" will be a central pillar in all the Department's capacity-development planning and programming. It translates into a people-centred approach that addresses the multidimensional causes of poverty, inequality and exclusion and protects those affected by crises, conflicts and disasters, as well as human rights, gender equality and women's empowerment. Capacity-development work at the country level will always be in alignment with national priorities and be aimed at promoting national ownership of the process and its results. The

Department will pursue its capacity-development goals and objectives by working closely with the five regional commissions, the resident coordinator system and other partners for effective coordination, building on complementarity. The Department will continue to give priority to the needs of least developed countries, small island developing States, countries emerging from conflict and other countries with special needs, such as post-conflict and landlocked developing countries.

## Subprogramme 2. Inclusive social development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Improvement of the situation of indigenous peoples in selected African countries

The subprogramme will scale up awareness-raising and capacity-building in the formulation of policies that protect the rights of indigenous peoples, and will tailor its advisory services to the specific needs of requesting countries, including those of Southern and Eastern Africa.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the improvement of the situation of indigenous peoples in selected African countries. This in turn will contribute to increasing regional momentum to recognize and protect the rights of indigenous peoples and to develop and implement social policies and programmes that address their priorities and concerns.

Evidence of the result, if achieved, will include the establishment of participatory approaches to formulating policies and programmes on inclusive development for indigenous peoples and/or the adoption of such policies and programmes.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.5

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	238.5	302.0	—	—	302.0
Consultants and experts	49.8	50.0	—	—	50.0
Travel – representatives	2.8	—	—	—	—
Travel on official business	160.6	170.0	—	—	170.0
Contractual services	23.3	23.0	—	—	23.0
General operating expenses	87.8	85.0	—	—	85.0
Fellowships, grants and contributions	278.0	220.0	—	—	220.0
<b>Total</b>	<b>840.8</b>	<b>850.0</b>	<b>—</b>	<b>—</b>	<b>850.0</b>

### Subprogramme 3. Sustainable development

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### Increased capacity of Member States to formulate reports on national progress towards the achievement of the Sustainable Development Goals

The subprogramme will focus on supporting the national implementation of individual Sustainable Development Goals. This will be done through the organization of capacity-building workshops on the margins of major conferences and symposiums on the specific Goals that will be reviewed by the high-level political forum on sustainable development in 2020 and 2021.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the increased capacity of Member States to formulate reports on national progress towards the achievement of Sustainable Development Goals.

Evidence of the result, if achieved, will include an increased number of references to the outcomes and recommendations made in the capacity-building workshops and meetings on specific Goals that are reflected in national reports, notably the voluntary national review reports for 2020 and 2021.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.6

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	533.9	549.3	—	—	549.3
Consultants and experts	—	10.0	—	—	10.0
Travel – representatives	16.1	—	—	—	—
Travel on official business	114.7	110.0	—	—	110.0
Contractual services	7.7	35.0	—	—	35.0
General operating expenses	27.2	39.0	—	—	39.0
Supplies and materials	1.1	—	—	—	—
Fellowships, grants and contributions	250.9	306.5	491.5	160.4	798.0
<b>Total</b>	<b>951.6</b>	<b>1 049.8</b>	<b>491.5</b>	<b>46.8</b>	<b>1 541.3</b>

- 23.26 The increase in resources proposed for 2020 reflects the inclusion of additional resources for the undertaking of capacity-building workshops to increase the capacity of Member States to formulate reports on national progress towards the achievement of the Sustainable Development Goals.

## Subprogramme 4. Statistics

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### High quality and disaggregated data on gender statistics and disaggregated data relating to Sustainable Development Goal indicators with a gender component

In 2020, the subprogramme will organize workshops to focus on the need for accurate, reliable, comparable and disaggregated data on entrepreneurship from a gender perspective, access to physical and financial assets, intra-household power and decision-making, the nexus between gender and the environment, and poverty at the individual level to foster research, guide evidence-based policymaking and allow for effective monitoring and evaluation of the implementation of commitments over time.

Capacity-building materials, including e-learning courses, will be available and will have links to regional toolkits.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is high quality and disaggregated data on gender statistics and disaggregated data relating to Sustainable Development Goal indicators with a gender component.

Evidence of the result, if achieved, will include an increased number of disaggregated data points and the development of a gender data and metadata portal, which will be accessible to the public. This portal will not only contain the minimum set of gender indicators, but will also show data on gender-relevant Sustainable Development Goal indicators, time-use statistics and statistics on violence against women.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.7

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	941.5	985.5	—	—	985.5
Consultants and experts	17.0	20.0	—	—	20.0
Travel on official business	132.2	140.0	—	—	140.0
Contractual services	18.5	18.0	—	—	18.0
General operating expenses	13.6	15.0	—	—	15.0
Fellowships, grants and contributions	279.0	265.0	—	—	265.0
<b>Total</b>	<b>1 401.7</b>	<b>1 443.5</b>	<b>—</b>	<b>—</b>	<b>1 443.5</b>

## Subprogramme 5. Population

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Improved access for Member States to updated and integrated training materials and tools on population and development

The subprogramme plans to update, adapt and develop, as appropriate, the materials and tools to better serve as supporting documentation for in-person workshops and as stand-alone e-learning tools based on modern information technologies. Providing integrated access to those materials and tools would improve the accessibility and ease of use of the information and methodologies for a larger range of government officials, policy analysts and researchers.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improved access for Member States to updated and integrated training materials and tools on population and development.

Evidence of the result, if achieved, will include the number of downloads by Member States of training materials and online tools from a dedicated web-based platform.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.8

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	84.9	218.1	—	—	218.1
Consultants and experts	29.0	5.0	—	—	5.0
Travel on official business	—	62.0	—	—	62.0
General operating expenses	—	5.0	—	—	5.0
Fellowships, grants and contributions	0.2	48.0	—	—	48.0
<b>Total</b>	<b>114.1</b>	<b>338.1</b>	<b>—</b>	<b>—</b>	<b>338.1</b>

## Subprogramme 6. Economic analysis and policy

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### **Strengthened analytical capacity within government departments and agencies to conduct quantitative analysis of nexus issues for integrated and cohesive policy formulation by strengthening cross-sectoral and inter-agency analytic collaboration**

The subprogramme will scale up the number of workshops provided to technical government officials to strengthen evidence-based analysis, supporting national capacity to design integrated sustainable development policies.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened analytical capacity within government departments and agencies to conduct quantitative analysis of nexus issues for integrated and cohesive policy formulation by strengthening cross-sectoral and inter-agency analytic collaboration.

Evidence of the result, if achieved, will include the delivery by technical staff in government departments and agencies to senior leadership and policymakers of reports, policy briefs, presentations and other materials which incorporate evidence-based analysis and advice that take an integrated approach to policy and strategy formulation.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.9

#### **Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	711.8	767.4	—	—	767.4
Consultants and experts	92.2	92.0	—	—	92.0
Travel on official business	61.8	62.0	—	—	62.0
Contractual services	6.1	6.6	—	—	6.6
General operating expenses	5.3	6.0	—	—	6.0
Fellowships, grants and contributions	13.2	23.4	—	—	23.4
<b>Total</b>	<b>890.4</b>	<b>957.4</b>	<b>—</b>	<b>—</b>	<b>957.4</b>



## Subprogramme 7. Public institutions and digital government

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Development by the Task Force on Schools of Public Administration of a training course on transformational leadership capacity in public sector institutions for the implementation of sustainable development

The subprogramme will scale up its training courses in Africa on the formulation of a competency and mindsets framework for a train-the-trainers course to contribute to the implementation by Member States of the Sustainable Development Goals.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the development by the Task Force on Schools of Public Administration of a training course on transformational leadership capacity in public sector institutions for the implementation of sustainable development. The training will better enable public servants to implement the 2030 Agenda and the Sustainable Development Goals upon their return to their respective home countries.

Evidence of the result, if achieved, will include the certification of 300 public servants trained in African public administration schools and institutes for training and development.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.10

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	764.1	738.2	–	–	738.2
Consultants and experts	8.2	20.0	–	–	20.0
Travel – representatives	15.2	–	–	–	–
Travel on official business	84.4	90.0	–	–	90.0
Contractual services	4.0	6.6	–	–	6.6
General operating expenses	10.8	20.0	–	–	20.0
Supplies and materials	1.7	–	–	–	–
Fellowships, grants and contributions	170.4	158.4	–	–	158.4
<b>Total</b>	<b>1 058.8</b>	<b>1 033.2</b>	<b>–</b>	<b>–</b>	<b>1 033.2</b>

## Subprogramme 8. Sustainable forest management

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Increased capacity of Member States to mobilize financing for sustainable forest management

The subprogramme will enable all Member States to easily access information and share data on best practices, success stories and opportunities for forest financing from all sources through the design of an online database and interactive website, known as the Global Forest Financing Facilitation Network clearing house.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the increased capacity of Member States to mobilize financing for sustainable forest management.

Evidence of the result, if achieved, will include the adoption and/or successful submission of 10 national forest financing strategies and/or project proposals.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.11

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	215.8	218.1	–	–	218.1
Consultants and experts	105.6	123.0	–	–	123.0
Travel on official business	51.6	54.8	–	–	54.8
Contractual services	1.1	1.7	–	–	1.7
General operating expenses	26.9	17.7	–	–	17.7
Fellowships, grants and contributions	74.0	28.0	–	–	28.0
<b>Total</b>	<b>475.0</b>	<b>443.3</b>	<b>–</b>	<b>–</b>	<b>443.3</b>

## Subprogramme 9. Financing for sustainable development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Policy commitment to apply international tax standards with respect to tax treaties, in relation to transparency, the exchange of information and the prevention of treaty abuse

The subprogramme provides technical assistance to developing countries in: (a) mobilizing additional resources for sustainable development through taxation; and (b) using fiscal policies to reduce inequalities within countries and promote positive patterns towards the achievement of the Sustainable Development Goals.

The planned deliverables are expected to contribute to the result, which is a policy commitment to apply international tax standards with respect to tax treaties, in relation to transparency, the exchange of information and the prevention of treaty abuse.

Evidence of the result, if achieved, will include the use of fiscal policy measures at the domestic level, which contain elements aimed at reducing inequality and/or protecting the environment.

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

## (b) Proposed post and non-post resource requirements for 2020

Table 23.12

### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	405.0	1 476.4	–	–	1 476.4
Consultants and experts	153.0	142.8	294.9	206.5	437.7
Travel - representatives	3.1	–	–	–	–
Travel on official business	41.5	42.0	–	–	42.0
Contractual services	16.1	1.7	–	–	1.7
General operating expenses	19.9	6.0	–	–	6.0
Fellowships, grants and contributions	56.1	80.0	–	–	80.0
<b>Total</b>	<b>694.7</b>	<b>1 748.9</b>	<b>–</b>	<b>–</b>	<b>2 043.8</b>

- 23.27 The increase in resources proposed for 2020 for consultants and experts (\$294,900) reflects the inclusion of additional consultants to provide policy advice to Member States on mobilizing further resources for sustainable development through taxation and to use fiscal policies to help to reduce inequalities within countries and to promote positive patterns towards the achievement of the Sustainable Development Goals.

## 2. Trade and development

- 23.28 The activities in this sector are implemented by UNCTAD. They focus on: (a) the provision of technical advice on policy options and their implications as well as opportunities for technical assistance in trade, investment and related areas, drawing mainly on mandates and policy issues provided in the Nairobi Maafikiano and other relevant mandates; (b) the provision of training for government officials and policy practitioners on key issues on the international economic agenda, with a view to increasing their capacity to build more effective and integrated policy responses to a changing global economy, as mandated in paragraph 166 of the Bangkok Plan of Action and subsequently reconfirmed by the Sao Paulo consensus and the Doha Mandate; and (c) policy advice, technical support and policy coordination of the trade-related technical assistance to least developed countries, in particular in the context of the Enhanced Integrated Framework provided by the six relevant agencies (UNCTAD, the World Trade Organization, the International Trade Centre, the United Nations Development Programme, the World Bank and the International Monetary Fund).

## Subprogramme 1. Globalization, interdependence and development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### **Improved capacity of government officials from developing countries to formulate and implement economic development policies, including on globalization and interdependence aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States**

In 2020, the subprogramme will conduct regional courses on key issues on the international economic agenda for the Middle East and North Africa and the Eastern Europe regions, and for countries with economies in transition. The subprogramme will enrich the curriculum of the regional courses with recent findings and analysis carried out under its research pillar of globalization, interdependence and development. In addition, UNCTAD will introduce a new interregional course with selected participants from previous regional courses to maximize the cross-learning of best practices and networking opportunities.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the improved capacity of government officials from developing countries to formulate and implement economic development policies, including on globalization and interdependence aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States.

Evidence of the result, if achieved, will include feedback from participants at the end of the course and after a given interval to enable candidates to indicate how their improved capacities have benefited their organization.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.13

#### **Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	140.0	150.0	(10.0)	(6.7)	140.0
Travel on official business	46.4	34.6	17.5	50.6	52.1
Fellowships, grants and contributions	46.1	98.7	—	—	98.7
<b>Total</b>	<b>232.5</b>	<b>283.3</b>	<b>7.5</b>	<b>2.6</b>	<b>290.8</b>

- 23.29 The increase in resources proposed for 2020 for travel on official business (\$17,500) is due to anticipated increased needs for advisory services in the area of economic development policies, including on globalization and interdependence aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States. This is offset in part by the decrease under other staff costs (\$10,000), owing to a decision to move support for regional advisers to subprogramme 5.

## Subprogramme 2. Investment and enterprise

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### **Improved capacity of government officials from developing countries to formulate and implement economic development policies, including on investment and enterprise aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States**

In 2020, the subprogramme will conduct regional courses on key issues on the international economic agenda for the Middle East and North Africa and the Eastern Europe regions, and for countries with economies in transition. The subprogramme will enrich the curriculum of the regional courses with recent findings and analysis carried out under its research pillar of investment and enterprise. In addition, UNCTAD will introduce a new interregional course with selected participants from previous regional courses to maximize the cross-learning of best practices and networking opportunities.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the improved capacity of government officials from developing countries to formulate and implement economic development policies, including on investment and enterprise aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States.

Evidence of the result, if achieved, will include feedback from participants at the end of the course and after a given interval to enable candidates to indicate how their improved capacities have benefited their organization.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.14

#### **Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	140.0	150.0	(10.0)	(6.7)	140.0
Travel on official business	46.4	34.6	17.5	50.6	52.1
Fellowships, grants and contributions	46.1	98.7	—	—	98.7
<b>Total</b>	<b>232.5</b>	<b>283.3</b>	<b>7.5</b>	<b>2.6</b>	<b>290.8</b>

- 23.30 The net increase of \$7,500 proposed for 2020 is due to an increase of \$17,500 for travel on official business, owing to anticipated increased needs for advisory services in the area of economic development policies, including on globalization and interdependence aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States. This is offset in part by the decrease for other staff costs (\$10,000) owing to a decision to move support for regional advisers to subprogramme 5.

### Subprogramme 3. International trade and commodities

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

**Improved capacity of government officials from developing countries to formulate and implement economic development policies, including on international trade and commodities aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States**

In 2020, the subprogramme will conduct regional courses on key issues on the international economic agenda for the Middle East and North Africa and the Eastern Europe regions, and for countries with economies in transition. The subprogramme will enrich the curriculum of the regional courses with recent findings and analysis carried out under its research pillar of international trade and commodities. In addition, UNCTAD will introduce a new interregional course with selected participants from previous regional courses to maximize the cross-learning of best practices and networking opportunities.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the improved capacity of government officials from developing countries to formulate and implement economic development policies, including on international trade and commodities aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States.

Evidence of the result, if achieved, will include feedback from participants at the end of the course and after a given interval to enable candidates to indicate how their improved capacities have benefited their organization.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.15

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	140.0	150.0	(10.0)	(6.7)	140.0
Travel on official business	46.4	34.6	17.5	50.6	52.1
Fellowships, grants and contributions	46.1	98.7	—	—	98.7
<b>Total</b>	<b>232.5</b>	<b>283.3</b>	<b>7.5</b>	<b>2.6</b>	<b>290.8</b>

- 23.31 The increase in resources proposed for 2020 for travel on official business (\$17,500) is due to anticipated increased needs for advisory services in the area of economic development policies, including on globalization and interdependence aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States. This is offset in part by the decrease under other staff costs (\$10,000) owing to a decision to move support for regional advisers to subprogramme 5.

## Subprogramme 4. Technology and logistics

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### **Improved capacity of government officials from developing countries to formulate and implement economic development policies, including on technology and logistics aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States**

In 2020, the subprogramme will conduct regional courses on key issues on the international economic agenda for the Middle East and North Africa and the Eastern Europe regions, and for countries with economies in transition. The subprogramme will enrich the curriculum of the regional courses with recent findings and analysis carried out under its research pillar of technology and logistics. In addition, UNCTAD will introduce a new interregional course with selected participants from previous regional courses to maximize the cross-learning of best practices and networking opportunities.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the improved capacity of government officials from developing countries to formulate and implement economic development policies, including on technology and logistics aspects, that are conducive to the implementation of the Sustainable Development Goals by Member States.

Evidence of the result, if achieved, will include feedback from participants at the end of the course and after a given interval to enable candidates to indicate how their improved capacities have benefited their organization.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.16

#### **Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	140.0	150.0	55.5	37.0	205.5
Travel – representatives	5.8	–	–	–	–
Travel on official business	46.4	34.7	17.5	50.4	52.2
General operating expenses	0.2	–	–	–	–
Fellowships, grants and contributions	46.1	98.7	–	–	98.7
<b>Total</b>	<b>238.5</b>	<b>283.4</b>	<b>73.0</b>	<b>25.8</b>	<b>356.4</b>

- 23.32 The increase in resources proposed for 2020 for other staff costs (\$55,500) and travel on official business (\$17,500) reflects the inclusion of additional resources for general temporary assistance and travel on official business in order to assist developing countries in the measurement of digitally delivered (or information and communications technology (ICT)-enabled) services that are not currently reflected in official statistics. This technical assistance, using the UNCTAD methodology, will contribute to the achievement of Sustainable Development Goals 8, 9 and 17 in beneficiary countries.

## Subprogramme 5. Africa, least developed countries and special programmes

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Improved policies to promote the economic development of Africa

In 2020, the focus will shift to supporting the region in the subsequent phases of the Agreement Establishing the African Continental Free Trade Area, including through its period of implementation. In this context, the subprogramme will work with beneficiaries to ensure that development gains from implementation are maximized through the provision of technical support and advisory services to States parties to the Agreement on regional, sectoral and other strategies and the provision of tailored advice through policy reviews and the conduct of broad multi-stakeholder dialogues.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improved policies to promote the economic development of Africa.

Evidence of the result, if achieved, will include the adoption of UNCTAD policies and recommendations in strategies, policies and decisions, as well as feedback received from participants in training events and recipients of advisory services. For instance, some documents to be monitored for this purpose include the schedule of concessions and commitments under the Agreement and related negotiating positions.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.17

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	204.3	206.8	24.5	11.8	231.3
Travel on official business	46.6	34.6	17.5	50.6	52.1
Fellowships, grants and contributions	—	—	—	—	—
<b>Total</b>	<b>250.9</b>	<b>241.4</b>	<b>42.0</b>	<b>17.4</b>	<b>283.4</b>

- 23.33 The increase in resources proposed for 2020 of \$42,000 reflects: (a) the inclusion of additional resources for other staff costs, reflecting a reallocation of the support for the regional advisers to subprogramme 5 (\$24,500); and (b) the inclusion of additional resources for travel on official business (\$17,500) to provide for travel requirements for attendance at meetings and consultations with Governments, specialized agencies and United Nations offices, departments and other international organizations, as well as for the collection of data and information for studies and reports. The increase is related to additional activities for Africa envisaged under subprogramme 5, in particular the provision of technical assistance to African countries to meet the aims and objectives of the Sustainable Development Goals.



### 3. Human settlements

**Subprogrammes 1 (Reduced spatial inequality and poverty in communities across the urban-rural continuum), 2 (Enhanced shared prosperity of cities and regions), 3 (Strengthened climate action and improved urban environment) and 4 (Effective urban crisis prevention and response)**

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### **Improved and increased capacities of Member States to adopt better national and local urban legislation, land management systems and governance frameworks**

Interregional efforts by UN-Habitat will focus on the provision of technical advisory support to beneficiary local and national governments addressing their needs for enhanced technical cooperation activities to support Member States to begin implementation of the domains of change of the UN-Habitat strategic plan for 2020–2025, namely, reduced spatial inequality and poverty in communities across the urban-rural continuum, enhanced shared prosperity of cities and regions, strengthened climate action and improved urban environment, and effective urban crisis prevention and response.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improved and increased capacities of Member States to adopt better national and local urban legislation, land management systems and governance frameworks, as well to plan, design and build sustainable human settlements with a strengthened urban economy and municipal finance.

Evidence of the result, if achieved, will include the adoption by Member States of national and local urban legislation, land management systems and governance frameworks.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.18

##### **Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	757.4	833.3	–	–	833.3
Consultants and experts	–	3.5	–	–	3.5
Travel on official business	12.6	43.5	38.2	88.0	81.8
Contractual services	21.2	55.9	57.4	102.7	113.3
General operating expenses	2.9	16.3	–	–	16.3
Supplies and materials	–	2.6	–	–	2.6
Furniture and equipment	0.1	1.4	–	–	1.4
<b>Total</b>	<b>794.2</b>	<b>956.5</b>	<b>95.6</b>	<b>10.0</b>	<b>1 052.2</b>

23.34 The increase in resources proposed for 2020 for travel on official business (\$38,200) and contractual services (\$57,400) reflects the inclusion of resources for the organization of additional workshops

and seminars at the regional and national levels to facilitate the development of action plans and road maps for the implementation of policies and programmes in support of sustainable urbanization and human settlements, in alignment with the Sustainable Development Goals, in particular Goal 11, and the New Urban Agenda, to accelerate the progress by concerned regions and countries towards sustainable urban development.

#### **4. International drug control, crime and terrorism prevention and criminal justice**

- 23.35 Activities in this sector are implemented by UNODC. The programme provides advisory services and technical support to developing countries, countries in transition and post-conflict countries in: (a) acceding to and implementing international instruments on drug and crime control; (b) strengthening and reforming their criminal justice systems; and (c) developing new national and regional action plans against drugs and crime, as well as innovative national responses and programmatic action to combat the threat of organized crime.
- 23.36 The programme is designed to respond rapidly to requests for assistance from Member States, with a specific focus on the least developed countries, post-conflict States and States in transition, and provides such assistance through the provision of advisory services (in relation to both substantive justice and enforcement matters and related policy, strategy and programmatic advice); the training of criminal justice policymakers and professionals in specialized areas; and the conduct of expert workshops and meetings, as well as of missions to assess specific country needs and engage in the subsequent design of longer-term technical assistance programmes.

#### **Subprogrammes 5 (Justice) and 8 (Technical cooperation and field support)**

##### **(a) Proposed programme plan for 2020**

##### **Highlighted planned result for 2020**

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##### **Enhanced national capacities for implementing conventions**

The subprogrammes, with the support of the Organization's network of field offices, will address technical cooperation needs in relation to crime prevention strategies and comprehensive criminal justice reforms, within the larger context of UNODC mandates relating to, inter alia, international organized crime, drug control and terrorism prevention through the delivery of advisory services, training and workshops, focusing in particular on addressing sentencing policies and global prison challenges and responding to the needs of vulnerable groups in the criminal justice system.

##### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced national capacities for implementing the conventions on drug control, transnational organized crime, corruption and terrorism, and the United Nations standards and norms in crime prevention and criminal justice with strengthened access to justice for all, including vulnerable groups and groups with specific justice needs, such as women, and for building effective, fair and inclusive justice institutions.

Evidence of the result, if achieved, will include the adoption of strategies for the prevention of crime and violence among groups at risk and criminal justice reforms leading to a more appropriate use of imprisonment and alternatives thereto, and better access to justice in Member States.

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

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**(b) Proposed post and non-post resource requirements for 2020**

Table 23.19

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	717.6	626.3	–	–	626.3
Consultants and experts	7.8	30.5	–	–	30.5
Travel on official business	46.8	92.7	–	–	92.7
Contractual services	10.3	–	–	–	–
General operating expenses	5.9	3.6	–	–	3.6
Furniture and equipment	1.3	–	–	–	–
Fellowships, grants and contributions	81.5	123.1	87.6	71.2	210.7
<b>Total</b>	<b>871.2</b>	<b>876.2</b>	<b>87.6</b>	<b>10.0</b>	<b>963.8</b>

- 23.37 The increase in resources proposed in 2020 for fellowships, grants and contributions (\$87,600) reflects the inclusion of additional assessment missions and workshops and training targeted at judges, prosecutors and law enforcement professionals dealing with women offenders to advance implementation of Sustainable Development Goals 5 and 16.

## 5. Human rights

- 23.38 Activities in this sector will be implemented by OHCHR. The United Nations programme of advisory services and technical assistance in the field of human rights was established pursuant to General Assembly resolution 926 (X) of 14 December 1955. At the request of Member States, technical assistance is provided in the form of: (a) advisory services; (b) global, regional and national technical cooperation projects; (c) conferences, seminars, workshops and group training; (d) fellowships; and (e) documentation and information as they relate to both advisory services and technical cooperation. The objective of these activities is to cooperate with countries in efforts to strengthen the implementation of international human rights standards at the regional and national levels, including through assistance to requesting States, support to national plans and capacity-building for human rights promotion and protection.

### Subprogramme 3. Advisory services, technical cooperation and field activities

**(a) Proposed programme plan for 2020**
**Highlighted planned result for 2020**

**Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work, and to deliver on the commitment to implement the Sustainable Development Goals**

The subprogramme plans to strengthen its support for implementation of the 2030 Agenda that is aligned with human rights standards and delivers on the promise to leave no one behind. The subprogramme will provide capacity-building, technical advice and other forms of technical cooperation to more Member States and other relevant stakeholders, such as national human rights institutions, national statistical offices and civil society,

through improved coordination among development and human rights entities at all levels, for peer learning and the sharing of good practices and lessons learned in the human-rights-based implementation of the Sustainable Development Goals by Member States, including through workshops and training.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work, and to deliver on the commitment to implement the Sustainable Development Goals.

Evidence of the result, if achieved, will include the adoption of an increased number of national policies and strategies on the Sustainable Development Goals that are fully aligned with human rights standards and integrate the recommendations of the human rights mechanisms, as well as the establishment of an increased number of networks for the sharing of good practices and lessons learned on the human-rights-based implementation of the Goals, and coordination mechanisms for the systematic exchange of information between the United Nations human rights mechanisms and the national, regional and global review and follow-up mechanisms for the Goals.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.20

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	634.8	941.5	93.4	9.9	1 034.9
Consultants and experts	39.1	11.1	5.9	53.2	17.0
Travel – representatives	8.8	–	–	–	–
Travel on official business	119.7	122.1	15.3	12.5	137.4
Contractual services	35.6	10.7	29.1	272.0	39.8
General operating expenses	107.0	48.6	63.7	131.1	112.3
Supplies and materials	1.2	–	–	–	–
Fellowships, grants and contributions	489.3	940.2	–	–	940.2
<b>Total</b>	<b>1 435.5</b>	<b>2 074.2</b>	<b>207.4</b>	<b>10.0</b>	<b>2 281.6</b>

- 23.39 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$93,400), travel on official business (\$15,300), contractual services (\$29,100) and general operating expenses (\$63,700) to provide for the services of a technical specialist at the country level to strengthen field engagement on the Sustainable Development Goals and provide technical assistance and policy advice to Member States on accelerating progress towards the Goals in a way that is fully aligned with international human rights law, including the principles of equality and non-discrimination, ensuring that no one is left behind.

## 6. Humanitarian assistance

- 23.40 The activities in this sector are implemented by the Office for the Coordination of Humanitarian Affairs. The programme will provide advisory services and training to promote natural disaster reduction and to facilitate the smooth transition from emergency relief to rehabilitation and development; to develop and promote common policy on humanitarian issues for the United Nations system and its partners; to mobilize and coordinate assistance in complex emergencies; and to mobilize and coordinate assistance for disasters. The Office will continue to contribute to strengthening and developing national capacities, developing and enhancing national emergency plans in post-disaster emergency situations and promoting the standardization of language and procedures in national contingency planning in disaster-prone and emergency-affected countries. The Office will also work to increase awareness and build the capacity of partners at the global, regional and national levels on advancing the 2030 Agenda for the most vulnerable people to ensure that those furthest behind are being reached and that humanitarian need is reduced. This will entail working with partners, including Governments and development actors, on response plans that enable collective outcomes in contributing to the achievement of the Sustainable Development Goals. The Office will support the dissemination of best practices in this regard. Advisory services and policy dialogues at both high-level forums and workshops at the local level will focus on contextualizing an approach that bridges humanitarian-development divides.

### Subprogramme 1. Policy and analysis

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

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#### **Increased awareness and capacity of partners at the global, regional and national levels in advancing the 2030 Agenda for Sustainable Development for the most vulnerable people**

The subprogramme will continue its work and bring its advisory services to scale to cover additional countries and parts of the world, to provide context-specific guidance and support to Member States rolling out the Sustainable Development Goals in crisis contexts to ensure that no one is left behind by working towards collective outcomes that are aimed at reducing need, risk and vulnerability, which will advance and promote greater awareness of the Goals in contexts of chronic vulnerability, poverty and hunger.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is increased awareness and capacity of partners at the global, regional and national levels in advancing the 2030 Agenda for Sustainable Development for the most vulnerable people.

Evidence of the result, if achieved, will include agreements between Member States, development partners and civil society organizations on local strategies that articulate and operationalize collective outcomes aimed at reducing need, risk and vulnerability in target countries.

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

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(b) Proposed post and non-post resource requirements for 2020

Table 23.21

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Resource growth		2020 estimate
			Amount	Percentage	
Other staff costs	–	31.4	–	–	31.4
Consultants and experts	13.5	19.7	20.9	106.1	40.6
Travel on official business	10.6	21.7	20.9	96.3	42.6
Contractual services	15.0	–	20.9	–	20.9
Fellowships, grants and contributions	2.8	19.2	–	–	19.2
<b>Total</b>	<b>41.9</b>	<b>92.0</b>	<b>62.7</b>	<b>68.2</b>	<b>154.7</b>

- 23.41 The increase in resources proposed for 2020 reflects the inclusion of additional resources for consultants and experts (\$20,900), travel on official business (\$20,900) and contractual services (\$20,900) to provide advisory services to Member States and humanitarian and development actors in countries on how to articulate and operationalize collective outcomes. The increased resources would provide for a combination of a consultant, the hosting of dedicated workshops and travel to showcase lessons learned and best practices emanating from the 2019 review requested by the Joint Steering Committee to Advance Humanitarian and Development Collaboration on progress made in addressing the humanitarian-development nexus, with a special focus on collective outcomes (mostly related to Sustainable Development Goals 1-7).

**Subprogramme 2. Coordination of humanitarian action and emergency response**

(a) Proposed programme plan for 2020

**Highlighted planned result for 2020**

**Greater collaboration between humanitarian and development entities to build the resilience of people affected by crisis**

The subprogramme will provide targeted technical support, including through workshops and analytical reports, to encourage greater collaboration between humanitarian and development entities in additional countries with protracted crises.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is greater collaboration between humanitarian and development entities to build the resilience of people affected by crisis.

Evidence of the result, if achieved, will include a greater number of humanitarian crisis responses with joint humanitarian and development planning between entities.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.22

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	144.2	253.8	–	–	253.8
<b>Total</b>	<b>144.2</b>	<b>253.8</b>	<b>–</b>	<b>–</b>	<b>253.8</b>

**Subprogramme 4. Emergency support services**
**(a) Proposed programme plan for 2020**
**Highlighted planned result for 2020**
**Enhanced response capacity and preparedness of national and international emergency or disaster management mechanisms and partnerships in order to respond to disasters and emergencies efficiently**

In 2020, the subprogramme will change its focus to more coordinated and aligned training, on the basis of a common and standardized training and accountability framework.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced response capacity and preparedness of national and international emergency or disaster management mechanisms and partnerships in order to respond to disasters and emergencies efficiently.

Evidence of the result, if achieved, will include the adoption of common and standardized tools and/or guidance by Member States.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.23

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	28.9	19.4	–	–	19.4
Travel on official business	10.7	33.7	–	–	33.7
Contractual services	16.1	16.1	–	–	16.1
General operating expenses	3.7	3.7	–	–	3.7
Fellowships, grants and contributions	68.8	80.9	–	–	80.9
<b>Total</b>	<b>128.2</b>	<b>153.8</b>	<b>–</b>	<b>–</b>	<b>153.8</b>

## Subprogramme 5. Humanitarian emergency information and advocacy

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Strengthened national capacity of disaster-prone and emergency-affected countries

In 2020, the subprogramme will focus on strengthening the capacity of Governments and the related international and regional bodies that support Member States during the onset of humanitarian emergencies. This includes, for example, the development of an ICT skills training module and simulation exercises for ICT emergency responders in Member States, and the establishment of public-private information-sharing networks, as well as the hosting of regional workshops, to develop national capacity.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the strengthened national capacity of disaster-prone and emergency-affected countries to ensure a rapid and coherent humanitarian response to alleviate human suffering in natural disasters and complex emergencies.

Evidence of the result, if achieved, will include the number of ICT emergency responders certified in Member States and the number of humanitarian response organizations that have access to the humanitarian connectivity framework.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.24

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	72.4	127.8	—	—	127.8
<b>Total</b>	<b>72.4</b>	<b>127.8</b>	<b>—</b>	<b>—</b>	<b>127.8</b>



## B. Regional and subregional advisory services

Table 23.25

### Summary of requirements by subprogramme and implementing office<sup>a</sup>

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	2020					2020 estimate (after recosting)
			ECA	ESCAP	ECE	ECLAC	ESCWA	
1. Economic and social development in Africa								
Macroeconomic policy and governance, and Economic development and planning	2 814.7	3 234.3	3 107.8	—	—	—	—	3 267.5
Regional integration and trade, and Private sector development and finance	1 174.4	1 330.6	1 404.2	—	—	—	—	1 475.9
Data and statistics	216.8	264.7	759.6	—	—	—	—	804.6
Climate change, environment and natural resources management	1 791.4	1 834.0	1 870.8	—	—	—	—	1 961.9
Gender equality and women's empowerment, and Poverty, inequality and social policy	339.5	334.5	555.7	—	—	—	—	583.9
2. Economic and social development in Asia and the Pacific								
Macroeconomic policy, poverty reduction and financing for development	175.8	359.8	—	225.0	—	—	—	228.3
Trade, investment and innovation	199.6	359.4	—	225.0	—	—	—	228.3
Transport	273.9	286.2	—	225.0	—	—	—	228.3
Environment and development	384.9	446.7	—	950.1	—	—	—	963.7
Information and communications technology and disaster risk reduction and management	410.2	296.3	—	225.0	—	—	—	228.3
Social development	237.2	283.4	—	225.0	—	—	—	228.3
Statistics	422.0	509.9	—	775.5	—	—	—	786.5
Subregional activities for development	722.0	506.5	—	500.0	—	—	—	507.4
Energy	128.4	202.3	—	225.0	—	—	—	228.3
3. Economic development in Europe								
Environment	284.3	363.2	—	—	363.2	—	—	368.7
Transport	280.1	338.2	—	—	460.0	—	—	467.1
Statistics	297.1	357.2	—	—	357.2	—	—	362.7
Economic cooperation and integration	316.6	336.4	—	—	412.7	—	—	418.9
Sustainable energy	245.1	326.2	—	—	326.2	—	—	331.2
Trade	74.1	165.0	—	—	165.0	—	—	167.6

**Part V Regional cooperation for development**

	2018 expenditure	2019 appropriation	2020					2020 estimate (after recosting)
			ECA	ESCAP	ECE	ECLAC	ESCWA	
Forestry and timber, and Housing, land management and population	114.7	95.0	–	–	95.0	–	–	96.5
4. Economic and social development in Latin America and the Caribbean								
Linkages with the global economy, integration and regional cooperation	104.4	154.3	–	–	–	154.3	–	158.0
Production and innovation	462.6	281.8	–	–	–	281.8	–	289.0
Macroeconomic policies and growth	1 204.3	1 374.7	–	–	–	1 374.7	–	1 408.7
Social development and equality	315.7	362.1	–	–	–	362.1	–	371.5
Population and development	243.0	243.1	–	–	–	243.1	–	249.2
Sustainable development and human settlements	67.1	106.5	–	–	–	231.3	–	237.1
Natural resources and infrastructure	135.6	205.6	–	–	–	205.6	–	210.6
Statistics	621.6	516.2	–	–	–	641.0	–	657.7
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	166.7	219.7	–	–	–	219.7	–	224.8
Subregional activities in the Caribbean	232.6	279.6	–	–	–	404.4	–	414.6
5. Economic and social development in Western Asia								
Integrated management of natural resources for sustainable development	427.8	430.8	–	–	–	–	430.8	445.4
Social development	500.2	581.0	–	–	–	–	895.1	925.3
Economic development and integration	559.6	489.7	–	–	–	–	489.7	505.1
Technology for development and regional integration	389.2	388.5	–	–	–	–	388.5	401.9
Statistics for evidence-based policymaking	471.1	454.0	–	–	–	–	454.0	469.3
Advancement of women	308.1	394.9	–	–	–	–	394.9	408.8
Conflict mitigation and development	360.9	402.3	–	–	–	–	402.3	416.5
<b>Total</b>	<b>17 473.2</b>	<b>19 114.6</b>	<b>7 698.1</b>	<b>3 575.6</b>	<b>2 179.3</b>	<b>4 118.0</b>	<b>3 455.3</b>	<b>21 727.5</b>

<sup>a</sup> The breakdown is subject to change in response to assistance requests received, and is shown for indicative purposes only.

## 1. Economic and social development in Africa

23.42 Activities in this area are implemented by ECA. The programme will also support operational activities at the country level in the context of the work of the United Nations country teams, in line with General Assembly resolution [72/279](#) on 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. As part of its strategic orientation, ECA will continue to deliver knowledge derived from its body of research on various thematic areas in support of the developmental priorities of Member States. The Commission will therefore deliver its capacity-development services along the following lines: promoting system-wide synergies, strategic initiatives, policy dialogue, policy advisory services, skills development and knowledge facilitation and management. In this regard, it will focus on the following high-priority areas: macroeconomic policy and governance, regional integration and trade, data and statistics, climate change, environment and natural resources management and poverty, inequality and social policy. In synergy with United Nations Development Account projects, the programme enables ECA to avail its expertise and body of knowledge to Member States, the African Union Commission, the New Partnership for Africa's Development Planning and Coordinating Agency, regional economic communities and other intergovernmental organizations in support of the formulation and implementation of policies and programmes geared towards their development. In addition, these interventions incorporate gender as a cross-sectoral dimension.

### **Subprogrammes 1 (Macroeconomic policy and governance) and 8 (Economic development and planning)**

#### **(a) Proposed programme plan for 2020**

##### **Highlighted planned result for 2020**

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#### **Strengthened capacities of member States of ECA to formulate and implement sound strategies and policies in support of achieving the vision of African countries**

The subprogrammes will scale up their workshops, advisory services and technical assistance to member States in the design, implementation and monitoring of development plans, policies and strategies for better economic management.

In this regard, the subprogrammes will continue to deliver technical assistance, advisory services and policy recommendations to member States through their normative and analytical work with a view to addressing challenges of consolidating economic growth within a framework of macroeconomic stability and inclusiveness for poverty reduction and sustainable development.

The subprogrammes will increase the number of training participants and provide more opportunities for women to benefit from the skills training, thus contributing to a critical mass of African experts able to improve public sector management and development planning in their respective countries.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened capacities of member States of ECA to formulate and implement sound strategies and policies in support of achieving the vision of African countries, which will contribute to integrating macroeconomic, fiscal, environmental and social policies into national development strategies to make macroeconomic stabilization compatible with the long-term goals of inclusive and sustainable development and structural transformation.

Evidence of the result, if achieved, will include the number of countries that have developed action plans to formulate macroeconomic strategies and frameworks for better economic management. Evidence of result will also include, the number of policymakers, disaggregated by gender, designing frameworks and guidelines for development planning.

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

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(b) Proposed post and non-post resource requirements for 2020

Table 23.26

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	1 085.7	1 332.1	(138.6)	(10.4)	1 193.5
Consultants and experts	607.7	627.1	48.1	7.7	675.2
Travel on official business	178.2	211.6	(10.8)	(5.1)	200.8
Contractual services	58.8	10.3	89.6	869.9	99.9
General operating expenses	33.4	—	—	—	—
Supplies and materials	—	27.1	(27.1)	(100.0)	—
Furniture and equipment	1.6	—	—	—	—
Fellowships, grants and contributions	849.3	1,026.1	(87.7)	(8.5)	938.4
<b>Total</b>	<b>2 814.7</b>	<b>3 234.3</b>	<b>(126.5)</b>	<b>(3.9)</b>	<b>3 107.8</b>

- 23.43 The net decrease in resources proposed for 2020 reflects mainly reduced resources for other staff costs (\$138,600), owing to changes within subprogrammes managed by ECA under the regular programme of technical cooperation to support additional technical services under subprogramme 4.

**Subprogrammes 2 (Regional integration and trade) and 3 (Private sector development and finance)**

(a) Proposed programme plan for 2020

**Highlighted planned result for 2020**

**Deepening of Africa's integration in specific sectors and policies**

The subprogrammes, following the signing of the Agreement Establishing the African Continental Free Trade Area, will scale up its technical assistance and advisory services to support member States of ECA in developing national strategies that identify sectors and policies needed to fully harness the Agreement's development and transformation potential through its implementation. The subprogrammes will continue providing capacity support to member States to conclude the negotiations on phase II of the protocols to the Agreement, on competition, investment and intellectual property, which need to be strengthened.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is a deepening of Africa's integration in specific sectors and policies.

Evidence of the result, if achieved, will include an increase in the share of intra-African trade in Africa's total trade, from 16.9 per cent in 2018 to 18.7 per cent in 2020, and the implementation of the Agreement in at least 40 countries.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.27

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	291.9	511.4	70.5	13.8	581.9
Consultants and experts	106.5	271.1	5.4	2.0	276.5
Travel on official business	104.9	99.4	3.3	3.3	102.7
Contractual services	71.3	23.2	(0.1)	(0.4)	23.1
Supplies and materials	—	12.3	(12.3)	(100.0)	—
Fellowships, grants and contributions	599.8	413.2	6.8	1.6	420.0
<b>Total</b>	<b>1 174.4</b>	<b>1 330.6</b>	<b>73.6</b>	<b>5.5</b>	<b>1 404.2</b>

- 23.44 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$70,500), owing to the expansion of subprogrammes 2 and 3 to provide technical cooperation services to member States in the area of private sector development to promote positive patterns towards the achievement of the Sustainable Development Goals.

**Subprogramme 4. Data and statistics**
**(a) Proposed programme plan for 2020**
**Highlighted planned result for 2020**
**Strengthened capacities of member States for the production and dissemination of credible and quality data**

The subprogramme will further strengthen its support to member States to improve their capacities in the production and dissemination of data and statistics to ensure comprehensive and reliable reporting on the Sustainable Development Goal indicators.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened capacities of member States for the production and dissemination of credible and quality data to improve the coverage for reporting against the indicators for the Sustainable Development Goals and those for Agenda 2063 of the African Union.

Evidence of the result, if achieved, will include an increase in the proportion of sustainable development indicators produced at the national level with full disaggregation.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.28

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	37.3	84.8	226.3	266.9	311.1
Consultants and experts	89.0	89.0	146.7	164.8	235.7
Travel on official business	15.6	14.5	43.5	300.0	58.0
Contractual services	24.5	19.8	35.0	176.8	54.8
Supplies and materials	–	6.6	(6.6)	(100.0)	–
Fellowships, grants and contributions	50.4	50.0	50.0	100.0	100.0
<b>Total</b>	<b>216.8</b>	<b>264.7</b>	<b>494.9</b>	<b>187.0</b>	<b>759.6</b>

- 23.45 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$226,300) and consultants and experts (\$226,300) to provide technical assistance and advisory services to an additional 20 member States that have gaps in indicators within their national statistical systems for reporting on the Sustainable Development Goals and Agenda 2063 of the African Union.

### **Subprogramme 5. Climate change, environment and natural resources management**

**(a) Proposed programme plan for 2020****Highlighted planned result for 2020**

#### **Improved capacities of member States to integrate climate resilience interventions into national plans, strategies and policies**

The subprogramme will strengthen the capacities of member States to build climate-resilient economies and societies and to harness the potential of agriculture and natural resources for socioeconomic transformation and sustainable development.

To this end, the subprogramme will deliver capacity development interventions, such as technical and advisory services, to member States on mainstreaming climate change, agriculture and natural resources interventions in policies, programmes and strategies. The subprogramme will also use its analytical work to offer policy options to member States that could facilitate evidence-based policy decisions.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improved capacities of member States to integrate climate resilience interventions into national plans, strategies and policies, and to design programmes and strategies that mainstream agriculture and natural resources management principles and approaches for socioeconomic transformation and sustainable development.

Evidence of the result, if achieved, will include the number of sectors in five countries with coherent and cross-sectoral nationally determined contributions that are integrated into national development plans. Evidence of the result will also include the development of action plans and the adoption of strategies and policy recommendations for strengthening the agricultural sector and institutions for the governance of natural resources.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.29

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	586.4	604.2	24.0	4.0	628.2
Consultants and experts	383.0	359.8	37.4	10.4	397.2
Travel on official business	151.0	132.1	13.3	10.1	145.4
Contractual services	63.9	29.1	32.9	113.1	62.0
General operating expenses	21.0	—	—	—	—
Supplies and materials	—	16.3	(16.3)	(100.0)	—
Fellowships, grants and contributions	586.1	692.5	(54.5)	(7.9)	638.0
<b>Total</b>	<b>1 791.4</b>	<b>1 834.0</b>	<b>36.8</b>	<b>2.0</b>	<b>1 870.8</b>

- 23.46 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for consultants and experts (\$37,400) to support the expansion of the subprogramme to include the provision of technical cooperation services in the area of agriculture.

### **Subprogrammes 6 (Gender equality and women's empowerment) and 9 (Poverty, inequality and social policy)**

**(a) Proposed programme plan for 2020****Highlighted planned result for 2020**

#### **Strengthened policy capacities to design suitable strategies and plans of action for reducing poverty and its correlates**

The subprogramme will deliver technical and advisory services to member States of ECA on poverty and inequality reduction as well as urbanization and use its knowledge products to strengthen national capacities for improved policies and strategies. The work of the subprogramme also supports member States in planning and managing Africa's rapidly growing cities to harness their enormous potential to accelerate poverty reduction. In this regard, the subprogramme will tailor its advisory services to member States on the integration of urbanization in national development planning as a strategic and cross-sectoral driver of growth and transformation.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened policy capacities to design suitable strategies and plans of action for reducing poverty and its correlates for inclusive and sustainable social and spatial development in Africa, as well as strengthened capacities to manage and plan rapid urban growth through improved skills on integrating urbanization into national development planning.

Evidence of the result, if achieved, will include the adoption of key policy messages and recommendations on reducing the poverty gap by member States and the adoption of national action strategies for the integration of urbanization into national development planning in two countries.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.30

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	27.3	62.0	(6.9)	(11.1)	55.1
Consultants and experts	66.6	66.6	169.1	253.9	235.7
Travel on official business	21.8	21.0	10.4	49.5	31.4
Contractual services	43.5	–	53.5	100.0	53.5
Supplies and materials	–	4.9	(4.9)	(100.0)	–
Fellowships, grants and contributions	180.3	180.0	–	–	180.0
<b>Total</b>	<b>339.5</b>	<b>334.5</b>	<b>221.2</b>	<b>66.1</b>	<b>555.7</b>

- 23.47 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for consultants and experts (\$169,100) and contractual services (\$53,500) to provide technical assistance and advisory services in supporting member States of ECA to reduce the poverty gap as a means of reducing overall poverty and inequality and in strengthening the knowledge and skills of African policymakers to better plan and manage urbanization through a robust and more explicit consideration of urban issues in national development planning.

## 2. Economic and social development in Asia and the Pacific

- 23.48 The activities in this area are implemented by ESCAP. During 2020, the work of ESCAP will be guided by 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](#). Technical cooperation activities will target the building of technical, managerial and organizational capacities in the developing and least developed member States of ESCAP. Guided by the priorities identified in globally and regionally agreed frameworks, the specific needs of member States and their requests for ESCAP to support the implementation of these frameworks at the national level, technical assistance will be provided to member States in the areas of expertise of ESCAP, for example, macroeconomic policy, poverty reduction and financing for development; trade, investment and innovation; connectivity; technology transfer; sustainable management of natural resources; sustainable urban development; disaster risk reduction and resilience; social development; statistics; and energy. ESCAP will also liaise and coordinate with United Nations country teams for the effective implementation of activities and to facilitate the provision of integrated and coherent policy guidance and development solutions. The capacity development activities will cover organizational transformation; policy-level impact and sustainability; the creation of space and platforms for, and the management of, dialogues, relationships and partnerships; and the creation and strengthening of knowledge networks.



## Subprogramme 1. Macroeconomic policy, poverty reduction and financing for development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced understanding of investments required to achieve the Sustainable Development Goals

The subprogramme will focus on strengthening the capacity of countries to estimate the investment needs for the achievement of the Sustainable Development Goals, keeping in view their specific circumstances. A series of analytical research initiatives have already been undertaken in this direction and will continue in 2020. The focus will be on financing for development and the investments (financial and non-financial) that are required for member States of ESCAP to achieve the 2030 Agenda for Sustainable Development.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the enhanced understanding of investments required to achieve the Goals for the landlocked developing countries, least developed countries and small island developing States of the Asia-Pacific region.

Evidence of the result, if achieved, will include new initiatives by at least five member States for designing and implementing appropriate financing strategies to bridge financing gaps for the implementation of the 2030 Agenda.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.31

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	68.8	106.6	(50.4)	(47.2)	56.3
Travel on official business	35.4	63.9	(30.2)	(47.2)	33.7
Contractual services	2.5	–	4.5	–	4.5
General operating expenses	1.7	11.8	6.2	52.5	18.0
Fellowships, grants and contributions	67.4	177.5	(65.0)	(36.6)	112.5
<b>Total</b>	<b>175.8</b>	<b>359.8</b>	<b>(134.9)</b>	<b>(37.5)</b>	<b>225.0</b>

- 23.49 The net decrease in resources proposed for 2020 reflects mainly reduced resources for consultants and experts (\$50,400), travel on official business (\$30,200) and fellowships, grants and contributions (\$65,000), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Sustainable Development Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

## Subprogramme 2. Trade, investment and innovation

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced capacity of policymakers and trade negotiators to design and implement evidence-based policies in relevant areas

The subprogramme will focus on capacity development for more effective trade, investment and innovation initiatives for sustainable development, including developing and further improving online resources and strengthening networks for the sharing of knowledge and experiences.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the enhanced capacity of policymakers and trade negotiators to design and implement evidence-based policies in relevant areas.

Evidence of the result, if achieved, will include the development and/or adoption of new or strengthened policies and actions in countries of the Asia-Pacific region related to trade, investment and innovation initiatives for sustainable development.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.32

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	44.7	95.2	(39.0)	(40.9)	56.3
Travel on official business	19.7	58.1	(24.4)	(41.9)	33.7
Contractual services	3.6	5.4	(0.9)	(16.7)	4.5
General operating expenses	20.9	20.0	(2.0)	(10.0)	18.0
Fellowships, grants and contributions	110.7	180.7	(68.2)	(37.7)	112.5
<b>Total</b>	<b>199.6</b>	<b>359.4</b>	<b>(134.5)</b>	<b>(37.4)</b>	<b>225.0</b>

- 23.50 The net decrease in resources proposed for 2020 reflects mainly reduced resources for consultants and experts (\$39,000), travel on official business (\$24,400) and fellowships, grants and contributions (\$68,200), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Sustainable Development Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

### Subprogramme 3. Transport

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### Increased awareness and technical capacity of member States to formulate policies and deploy smart transport technologies

The subprogramme will focus on enhancing the awareness and capacity of member States of ESCAP in utilizing smart technologies to achieve greener and more sustainable transport systems through advisory services and a series of capacity-building workshops targeting policymakers and decision makers.

##### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is increased awareness and technical capacity of member States to formulate policies and deploy smart transport technologies in support of greener and more inclusive and sustainable transport systems in the Asia-Pacific region, especially to mitigate greenhouse gas emissions from modes of transport.

Evidence of the result, if achieved, will include the increased number of transport policies, programmes and initiatives developed by member States that are sustainable and in line with ESCAP-promoted policy options.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.33

##### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	84.1	65.1	(8.9)	(13.6)	56.3
Travel on official business	39.8	35.3	(1.6)	(4.4)	33.7
Contractual services	9.8	2.7	1.8	66.7	4.5
General operating expenses	18.7	80.8	(62.8)	(77.7)	18.0
Fellowships, grants and contributions	121.5	102.3	10.2	10.0	112.5
<b>Total</b>	<b>273.9</b>	<b>286.2</b>	<b>(61.3)</b>	<b>(21.4)</b>	<b>225.0</b>

- 23.51 The net decrease in resources proposed for 2020 reflects mainly reduced resources for general operating expenses (\$62,800), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Sustainable Development Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

## Subprogramme 4. Environment and development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced capacity of member States for the follow-up and review of implementation of the 2030 Agenda

The subprogramme will ensure enhanced support to target countries on the prioritization of environment-related issues in national planning processes and better integration of the Sustainable Development Goals into national development plans, and will also expand its support to other countries. To streamline support for the 2030 Agenda, additional focus will be given to countries developing their voluntary national reviews in 2019 and 2020, as well as other support modalities.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced capacity of member States for the follow up and review of implementation of the 2030 Agenda for Sustainable Development.

Evidence of the result, if achieved, will include the increased number of participants and broader range of stakeholders in new or strengthened coordination mechanisms for the implementation of the 2030 Agenda and the number of new or amended national policies for the implementation of environmental Goals, and the number of initiatives taken at the national and city levels to better engage stakeholders in implementing environmental Goals.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.34

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	—	—	150.0	—	150.0
Consultants and experts	161.5	119.3	80.7	67.6	200.0
Travel on official business	50.5	71.3	66.3	93.0	137.6
Contractual services	37.9	2.8	9.7	346.4	12.5
General operating expenses	14.8	22.8	27.2	119.3	50.0
Fellowships, grants and contributions	120.2	230.5	169.5	73.5	400.0
<b>Total</b>	<b>384.9</b>	<b>446.7</b>	<b>503.4</b>	<b>112.7</b>	<b>950.1</b>

- 23.52 The net increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$150,000), owing to the proposed provision of highly specialized advisory services in the Asia-Pacific region in support of the implementation, follow-up and review of the 2030 Agenda; and additional resources under consultants and experts (\$80,700) and fellowships, grants and contributions (\$169,500), owing to the inclusion of additional specialized advisory services, consultants and workshops to provide tailored policy advice to member States across the Asia-Pacific region, as part of a rapid response facility, with a focus on strengthening follow-up and review as well as implementation of the 2030 Agenda, including policy coherence, financing, statistics, innovation and partnerships. The assistance will be delivered in coordination with the United Nations country teams concerned as far as possible.

## Subprogramme 5. Information and communications technology and disaster risk reduction and management

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced policymaking for increased subregional broadband initiatives

The subprogramme will build the capacity of government officials and provide advisory services to strengthen policy formulation for the development and implementation of subregional broadband network initiatives under the framework of the Asia-Pacific information superhighway.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced policymaking for increased subregional broadband initiatives and an expansion of broadband coverage and affordability in previously unserved and underserved areas, especially in landlocked countries of Central Asia and the Pacific island countries.

Evidence of the result, if achieved, will include an increase in the number, quality and geographic coverage of broadband network initiatives developed and implemented within the subregional implementation plans for the Asia-Pacific information superhighway and supported by training programmes of the Asian and Pacific Training Centre for Information and Communication Technology for Development.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.35

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	185.2	—	—	—	—
Consultants and experts	47.3	78.7	(22.5)	(28.5)	56.3
Travel on official business	17.0	54.7	(21.0)	(38.3)	33.7
Contractual services	12.8	2.9	1.6	55.2	4.5
General operating expenses	3.0	15.6	2.4	15.4	18.0
Fellowships, grants and contributions	144.9	144.4	(31.9)	(22.1)	112.5
<b>Total</b>	<b>410.2</b>	<b>296.3</b>	<b>(71.4)</b>	<b>(24.1)</b>	<b>225.0</b>

- 23.53 The net decrease in resources proposed for 2020 reflects mainly reduced resources for consultants and experts (\$22,500), travel on official business (\$21,000) and fellowships, grants and contributions (\$31,900), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Sustainable Development Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

## Subprogramme 6. Social development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced capacity of policymakers to design and implement more effective national policies to protect and empower women as well as vulnerable and marginalized groups in order to combat inequality

Starting in 2019 and for 2020, the subprogramme will focus on capacity development to support member States of ESCAP to develop and implement more effective national policies to protect and empower women as well as marginalized and vulnerable groups in order to address inequality.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the enhanced capacity of policymakers to design and implement more effective national policies to protect and empower women as well as vulnerable and marginalized groups in order to combat inequality.

Evidence of the result, if achieved, will include the adoption of policies aimed at protecting and empowering women as well as vulnerable and marginalized groups in the Asia-Pacific region.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.36

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	150.5	74.6	(18.4)	(24.6)	56.3
Travel on official business	6.5	47.2	(13.5)	(28.5)	33.7
Contractual services	37.6	2.8	1.7	60.7	4.5
General operating expenses	4.0	22.7	(4.7)	(20.7)	18.0
Fellowships, grants and contributions	38.6	136.1	(23.6)	(17.3)	112.5
<b>Total</b>	<b>237.2</b>	<b>283.4</b>	<b>(58.5)</b>	<b>(20.6)</b>	<b>225.0</b>

- 23.54 The net decrease in resources proposed for 2020 reflects mainly reduced resources for consultants and experts (\$18,400), travel on official business (\$13,500) and fellowships, grants and contributions (\$23,600), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

## Subprogramme 7. Statistics

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Stronger integration of statistics development in national development plans

The subprogramme will focus on activities facilitating national implementation of the commitments, such as the provision of advice on data supporting policy implementation and on statistical legislation and policies, as well as advocacy for the expanded use of official statistics. This will be done through a mix of strategies, including advisory services, training workshops and technical cooperation projects.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the stronger integration of statistics development in national development plans.

Evidence of the result, if achieved, will include the expanded use of official statistics for national policy formulation, implementation and monitoring and new and/or strengthened legislative provisions.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.37

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	195.0	225.5	325.0	144.1	550.5
Consultants and experts	31.5	75.7	(19.5)	(25.7)	56.3
Travel on official business	32.4	47.2	(13.5)	(28.5)	33.7
Contractual services	—	2.8	1.7	60.7	4.5
General operating expenses	—	22.8	(4.8)	(21.1)	18.0
Fellowships, grants and contributions	163.1	135.9	(23.4)	(17.2)	112.5
<b>Total</b>	<b>422.0</b>	<b>509.9</b>	<b>265.5</b>	<b>52.1</b>	<b>775.5</b>

- 23.55 The net increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$324,500), owing to changes within and across subprogrammes managed by ESCAP under the regular programme of technical cooperation, in particular the provision of highly specialized advisory services across the Asia-Pacific region on the thematic areas of statistics in support of the review of implementation of the 2030 Agenda and environment-related statistics. This is offset in part by a decrease in resources proposed for consultants and experts (\$19,500) and fellowships, grants and contributions (\$23,400), owing to the reallocation of resources within and across those subprogrammes.

## Subprogramme 8. Subregional activities for development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Improvement in the production, dissemination and use of integrated statistics by member States for measuring Sustainable Development Goal indicators

The subprogramme will focus attention on widening the scope of national Sustainable Development Goal indicators by consolidating the use of existing data and strengthening the linkages between public expenditure planning, national plans, sectoral plans and budgets.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improvement in the production, dissemination and use of integrated statistics by member States of ESCAP for measuring Sustainable Development Goal indicators (including administrative and non-traditional sources) and more coordinated implementation of planned priorities by allowing adaptive resource allocation for the delivery of national priorities relating to the Goals.

Evidence of the result, if achieved, will include more readily available information (through online platforms and/or other means) on progress towards the achievement of the Goals that enable the preparation of budgets that clearly reflect national and sector priorities and medium-term public expenditure requirements.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.38

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2018 expenditure
			Amount	Percentage	
Other staff costs	359.2	208.0	(208.0)	(100.0)	–
Consultants and experts	144.1	75.5	49.5	65.6	125.0
Travel on official business	81.3	47.0	28.0	59.6	75.0
Contractual services	16.9	2.8	7.2	257.1	10.0
General operating expenses	6.6	21.8	18.2	83.5	40.0
Fellowships, grants and contributions	113.8	151.4	98.6	65.1	250.0
<b>Total</b>	<b>722.0</b>	<b>506.5</b>	<b>(6.5)</b>	<b>(1.3)</b>	<b>500.0</b>

- 23.56 The net decrease in resources proposed for 2020 reflects mainly reduced resources for other staff costs (\$208,000), owing to the discontinuation of advisory services under this subprogramme to provide highly specialized advisory services across the Asia-Pacific region on the thematic areas of statistics in support of the review of implementation of the 2030 Agenda and environment-related statistics under subprogramme 7. This is largely offset by an increase in resources proposed for consultants and experts (\$49,500), travel on official business (\$28,000), general operating expenses (\$18,200) and fellowships, grants and contributions (\$98,600), owing to the provision of advisory services through non-staff resources instead of under other staff costs, as was done in the previous biennium.



## Subprogramme 9. Energy

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced capacity of policymakers to develop strategies and plans for the implementation of Sustainable Development Goal 7 by member States

The subprogramme will scale up the application of the dynamic tool to assist interested member States in developing national road maps for the achievement of Sustainable Development Goal 7 through advisory services and capacity development workshops for national stakeholders.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the enhanced capacity of policymakers to develop strategies and plans for the implementation of Goal 7 by member States.

Evidence of the result, if achieved, will include the number of national road maps for the achievement of Goal 7 developed. This will align national energy policies with Goal 7, as well as with nationally determined contributions as agreed to in the Paris Agreement.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.39

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	60.8	54.9	1.4	2.5	56.3
Travel on official business	11.6	38.1	(4.4)	(11.4)	33.7
Contractual services	6.0	1.5	3.0	200.0	4.5
General operating expenses	—	21.0	(3.0)	(14.3)	18.0
Fellowships, grants and contributions	50.0	86.8	25.7	29.6	112.5
<b>Total</b>	<b>128.4</b>	<b>202.3</b>	<b>22.7</b>	<b>11.2</b>	<b>225.0</b>

- 23.57 The net increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for fellowships, grants and contributions (\$25,700), owing to the harmonization of allocations for the programme across subprogrammes at similar levels and the provision of extra resources for coordinated and integrated activities relating to the Sustainable Development Goals under subprogrammes 4 (Environment and development) and 7 (Statistics).

### 3. Economic development in Europe

- 23.58 Activities under this programme will be carried out by ECE. Technical cooperation activities will be focused on lower-and upper-middle-income countries of the ECE region, with a view to strengthening their national capacities to accede to and implement ECE and international legal instruments, norms and standards. The activities will promote regional integration and cooperation, in particular on transboundary issues, and will support national efforts to achieve the 2030 Agenda for Sustainable Development and Sustainable Development Goals.

#### Subprogramme 1. Environment

##### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### Enhanced institutional linkages between planning, safety and related policy domains

The subprogramme, within the framework of the Convention on the Transboundary Effects of Industrial Accidents, will convene a capacity-building seminar for the Western Balkan countries to strengthen coordination between their land-use planning and industrial safety procedures and cooperation between the relevant experts (within and across borders), and to enhance accident prevention, preparedness and response policies and measures, including those relating to land-use planning and siting (article 7 of the Convention). The capacity-building seminar will include a simulation exercise to improve understanding of the measures to improve cooperation nationally and across borders and enhance compliance with article 7.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced institutional linkages between planning, safety and related policy domains, and increased capacities of national authorities to improve their planning, industrial safety and prevention of and preparedness for industrial accidents within and between countries.

Evidence of the result, if achieved, will include the enhancement of national legislative frameworks and governance on industrial safety and land-use planning and, in the longer term, improved environmental protection and a reduction in the number of injuries and deaths associated with industrial accidents.

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

##### (b) Proposed post and non-post resource requirements for 2020

Table 23.40

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	212.1	298.8	(29.0)	(9.7)	269.8
Travel on official business	26.9	15.2	9.8	64.5	25.0
Fellowships, grants and contributions	45.3	49.2	19.2	39.0	68.4
<b>Total</b>	<b>284.3</b>	<b>363.2</b>	<b>–</b>	<b>–</b>	<b>363.2</b>

- 23.59 The proposed changes reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

## Subprogramme 2. Transport

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Increased capacities of road safety stakeholders in countries of Central Asia, the Caucasus and South-Eastern Europe

The subprogramme will organize a comprehensive series of road safety capacity-building training to support beneficiary countries from Central Asia, the Caucasus and South-Eastern Europe to curb the number of road traffic deaths and injuries. Capacity-building efforts will be coupled with road safety performance reviews in Kazakhstan and two other ECE member States selected on the basis of demand. The reviews will identify the most relevant road safety topics and develop a set of tailor-made recommendations for national road safety decision makers and stakeholders.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is increased capacities of road safety stakeholders in countries of Central Asia, the Caucasus and South-Eastern Europe to improve national legislation and to design and implement efficient measures for better road safety.

Evidence of the result, if achieved, will include changes in legislation and administrative practices and the practical application of recommendations and guidelines, regulations and capacity-building materials by the beneficiary countries.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.41

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	218.0	273.9	(36.1)	(13.2)	237.8
Consultants and experts	1.1	–	46.0	100.0	46.0
Travel on official business	24.4	15.4	24.4	158.4	39.8
Fellowships, grants and contributions	36.6	48.9	87.5	178.9	136.4
<b>Total</b>	<b>280.1</b>	<b>338.2</b>	<b>121.8</b>	<b>36.0</b>	<b>460.0</b>

- 23.60 The net increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for fellowships, grants and contributions (\$87,500) and consultants and experts (\$46,000), owing to the inclusion of additional short-term resources to spearhead ECE efforts towards a reduction of fatalities by the end of the Decade of Action for Road Safety, ending on 31 December 2020. ECE will conduct a road safety performance review in a country in the ECE region with one of the highest fatality rates. Additionally, an expert will be engaged on a short-term basis to develop and launch a trailblazing project for strengthening transport connections in Europe and Central Asia. This also includes the implementation of additional advisory missions and capacity-building seminars and workshops to assist member States in the achievement of the Sustainable Development Goals.

### Subprogramme 3. Statistics

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### Establishment of national reporting platforms

ECE has developed a road map on statistics for the Sustainable Development Goals, which is now recognized as a global best practice and is used across the ECE region and beyond. Countries in Eastern and South-Eastern Europe, the Caucasus and Central Asia have requested further support and guidance on implementing various aspects of the road map, such as developing effective partnerships to capture and analyse data to evidence progress towards the achievement of the Goals, and creating national reporting platforms for the Goals. The subprogramme will develop an updated road map and further practical guidance to help countries to implement it, by consolidating best practice from the first two years of its use. A key part of the road map is the creation of national reporting platforms for the Goals. ECE capacity development activities will support the development of these platforms and encourage the creation of partnerships between data providers. This will be achieved by spreading national best practices at the organizational and technical levels through advisory missions and subregional workshops.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the establishment of national reporting platforms. Evidence of the result, if achieved, will include the number of national reporting platforms established.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.42

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	238.4	293.2	(29.4)	(10.0)	263.8
Travel on official business	17.1	15.1	9.9	65.6	25.0
Fellowships, grants and contributions	41.6	48.9	19.5	39.9	68.4
<b>Total</b>	<b>297.1</b>	<b>357.2</b>	<b>–</b>	<b>–</b>	<b>357.2</b>

- 23.61 The proposed changes reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

## Subprogramme 4. Economic cooperation and integration

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Strengthened innovation systems

The subprogramme will provide technical assistance to the member countries of the United Nations Special Programme for the Economies of Central Asia for implementing the policy recommendations and developing an action plan with key performance indicators. Technical assistance will include targeted advisory services and capacity-building.

#### *Result and evidence, including performance measure*

The deliverables are expected to contribute to the result, which is strengthened innovation systems, including institutional, organizational and technological capabilities to ultimately enhance the achievement of the Sustainable Development Goals in sustainable transport, trade, water, energy and the environment at both the national and subregional levels. The expected result, if achieved, will be evidenced by a decision of the Governing Council of the United Nations Special Programme for the Economies of Central Asia to adopt the subregional strategy on innovation for achieving the Goals and the initiation of national gap analyses in 2020 to support the development of an action plan for the implementation of the strategy.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.43

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	241.4	264.4	98.3	37.2	362.7
Travel on official business	27.1	22.9	(7.9)	(34.5)	15.0
Contractual services	1.0	–	–	–	–
Fellowships, grants and contributions	47.1	49.1	(14.1)	(28.7)	35.0
<b>Total</b>	<b>316.6</b>	<b>336.4</b>	<b>76.3</b>	<b>22.7</b>	<b>412.7</b>

- 23.62 The increase in resources proposed for 2020 reflects mainly the inclusion of additional resources for other staff costs (\$98,300), which would provide additional short-term support to strengthen the ECE multisectoral nexus approach to maximize the impact of ECE technical cooperation in support of implementation of the 2030 Agenda. These resources will strengthen an integrated approach in response to the demands of member States, and in particular will follow up on the results of mainstreaming, acceleration and policy support strategy missions and voluntary national reviews by the 17 programme countries.

## Subprogramme 5. Sustainable energy

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Agreement on the effective use of energy and water resources

While developing national action plans for the achievement of Sustainable Development Goal 7 for Central Asian countries, ECE identified that additional transboundary energy cooperation opportunities, due consideration of both national impacts and potential impacts on neighbouring countries' energy resources, food production and environment sustainability should be integrated into the plans. In response to this need, the subprogramme will deliver a concept for a subregional strategy for common energy cooperation in Central Asia in 2020, supplemented by the action plan. The strategy will target the efficient use and protection of water resources and the environment, the sustainable management of energy resources, the gradual realization of technically and economically justified renewable energy potential and other measures, while supporting the development of energy policies and investment plans. Upon adoption of the strategy by policymakers from the beneficiary countries, ECE will assist countries in implementing the concept and the action plan through targeted technical cooperation modalities (advisory missions and capacity-building workshops) at both the national and subregional levels.

#### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is agreement on the effective use of energy and water resources and sustainable cooperation among Central Asian countries, including producers, consumers and transit States. The framework agreement would ensure transparent rules in the operation of energy markets and the commitment of countries to observe them. Evidence of the result, if achieved, will include the adoption of a regional framework agreement.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.44

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	193.5	262.1	(24.3)	(9.3)	237.8
Travel on official business	12.6	15.1	4.9	32.5	20.0
Fellowships, grants and contributions	39.0	49.0	19.4	39.6	68.4
<b>Total</b>	<b>245.1</b>	<b>326.2</b>	<b>–</b>	<b>–</b>	<b>326.2</b>

- 23.63 The proposed changes reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

## Subprogramme 6. Trade

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced national trade facilitation system in Ukraine

Establishing transparent and clear rules in the foreign trade procedures of Ukraine is a major contribution to the improved functioning of institutions and sustainable growth in the country, including by helping the country to implement standards and best practice recommendations of ECE and the United Nations Centre for Trade Facilitation and Electronic Business. The subprogramme will support the expansion of the successful results of the Odessa Port Community System model to the overall trading practices in Ukraine, help to develop a mechanism for monitoring progress in trade facilitation, analyse the link between trade facilitation in Ukraine and sustainable development and build the capacity of national stakeholders for the implementation of international (United Nations Centre for Trade Facilitation and Electronic Business and European Union) standards.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is an enhanced national trade facilitation system in Ukraine, which will lead to a better functioning and more effective National Trade Facilitation Committee, competent national staff to implement trade facilitation and use the monitoring system, and strengthened capacity of national stakeholders to apply international United Nations Centre for Trade Facilitation and Electronic Business and European Union standards in international trade.

Evidence of the result, if achieved, will include data on improvement, provided by concrete tools for measuring progress in trade facilitation, such as time release studies, and data provided by the Port Community System in Odessa and by the expected trade and transport facilitation monitoring mechanism in Ukraine. A decrease of at least 50 per cent in the time taken for baseline data for Odessa to become available is expected (15 hours to release goods and 3 hours to control vehicles, and a reduction in the number of documents to be submitted for clearance from 53).

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.45

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	0.1	95.5	(95.5)	(100.0)	–
Consultants and experts	14.0	25.2	(10.2)	(40.5)	15.0
Travel on official business	12.3	–	56.6	100.0	56.6
Fellowships, grants and contributions	47.7	44.3	49.1	110.8	93.4
<b>Total</b>	<b>74.1</b>	<b>165.0</b>	<b>–</b>	<b>–</b>	<b>165.0</b>

23.64 The proposed changes reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

## Subprogrammes 7 (Forestry and timber) and 8 (Housing, land management and population)

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced effectiveness of the forest sector

The global restoration goal was set in the Bonn Challenge, an effort to bring 150 million hectares of the world's deforested and degraded land into restoration by 2020, and 350 million hectares by 2030. The subprogrammes plan to conduct national policy dialogues on sustainable forest management in countries in Eastern Europe, the Caucasus and Central Asia. The countries will be selected on the basis of the official requests received from member States in the course of 2019, in particular from the countries currently revising their policy and institutional frameworks in the forest sector. The dialogues will be implemented as a blend of interlinked capacity-building workshops and advisory services aimed at reforming forest and forest sector policies. The subprogrammes will deliver in-depth analysis of forest resources and their management and use in the context of national preferences and needs, and guidelines and recommendations on institutional structure and policy development.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced effectiveness of the forest sector in the region and its benefits to ecosystems, the planet and people.

Evidence of the result, if achieved, will include forest sector reforms that will be adopted by beneficiary countries in Eastern Europe, the Caucasus and Central Asia on the most critical aspects of the forest institutions and policies from a short-term perspective, and improved forest management, the condition of forests and the provision of goods and services to people from a longer-term perspective.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.46

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Consultants and experts	38.2	31.2	(16.2)	(51.9)	15.0
Travel on official business	9.6	14.8	15.2	102.7	30.0
Fellowships, grants and contributions	66.9	49.0	1.0	2.0	50.0
<b>Total</b>	<b>114.7</b>	<b>95.0</b>	<b>–</b>	<b>–</b>	<b>95.0</b>

- 23.65 The proposed changes reflect the redeployment of resources within the subprogrammes on a cost-neutral basis to better support their operational requirements for 2020.



#### **4. Economic and social development in Latin America and the Caribbean**

- 23.66 The activities in this area are implemented by ECLAC. The objectives of the programme will be to strengthen the technical capacity of Latin American and Caribbean countries to design, formulate, implement and evaluate public policies that allow them to improve their linkages with the global economy, to foster productivity convergence and innovation within their economies, to promote sustainable growth taking into consideration the economic, social and environmental dimensions of development, to address social inequalities and demographic changes, and to develop accurate statistics to support evidence-based public policy formulation. Particular emphasis will be placed on supporting countries in the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals and the Addis Ababa Action Agenda.

##### **Subprogramme 1. Linkages with the global economy, integration and regional cooperation**

###### **(a) Proposed programme plan for 2020**

###### **Highlighted planned result for 2020**

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##### **Enhanced regional cooperation and integration in Latin America and the Caribbean**

The subprogramme will take into consideration new demands and needs of countries in Latin America and the Caribbean to further tailor its advisory services in the area of regional cooperation and integration, to support the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals by member States of ECLAC. The subprogramme will continue to build partnerships at various levels and draw on the strengths and capacities of, as well as synergies with, other United Nations agencies and international organizations. In addition, the subprogramme will benefit from feedback from member States on the effectiveness of its capacity development activities and future challenges.

##### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced regional cooperation and integration in Latin America and the Caribbean.

Evidence of the result, if achieved, will include new measures adopted by countries in the region in the areas of trade policy, global and regional value chains, trade and sustainable development, inclusive trade and export development, and regional integration.

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

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(b) Proposed post and non-post resource requirements for 2020

Table 23.47

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	64.0	104.1	–	–	104.1
Consultants and experts	11.2	10.9	–	–	10.9
Travel on official business	12.7	24.8	–	–	24.8
Fellowships, grants and contributions	16.5	14.5	–	–	14.5
<b>Total</b>	<b>104.4</b>	<b>154.3</b>	<b>–</b>	<b>–</b>	<b>154.3</b>

**Subprogramme 2. Production and innovation**

(a) Proposed programme plan for 2020

**Highlighted planned result for 2020**

**Productive convergence and innovation in Latin America and the Caribbean**

The subprogramme's capacity development activities will be targeted to strengthen the capacity of countries of the region to implement policies and programmes in the area of productive convergence, enterprise development, corporate social responsibility, technology and innovation in order to provide effective and efficient support for the implementation of the 2030 Agenda by member States through the provision of technical cooperation, advisory services and capacity-building activities at the request of countries in the region.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is productive convergence and innovation in Latin America and the Caribbean.

Evidence of the result, if achieved, includes new actions, policies or measures adopted by member States conducive to the utilization of digital strategies to foster development and inclusion and to make the Internet more accessible to citizens.

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

(b) Proposed post and non-post resource requirements for 2020

Table 23.48

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	371.9	176.3	–	–	176.3
Consultants and experts	48.8	45.8	–	–	45.8
Travel on official business	9.9	27.3	–	–	27.3

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Fellowships, grants and contributions	32.0	32.4	–	–	32.4
<b>Total</b>	<b>462.6</b>	<b>281.8</b>	<b>–</b>	<b>–</b>	<b>281.8</b>

### Subprogramme 3. Macroeconomic policies and growth

#### (a) Proposed programme plan for 2020

##### Highlighted planned result for 2020

#### Strengthened capacities of Latin American and Caribbean policymakers on macroeconomic and financing issues

The subprogramme will provide technical cooperation, advisory services and capacity-building activities, at the request of countries in the region, in the design, implementation and evaluation of macroeconomic and financial policies and programmes for the generation and allocation of financial resources for productive, social and environmental development, financial architecture and the design and implementation of fiscal policies strengthening the analysis of the links between domestic fiscal efforts and fiscal coordination and cooperation at the global level to support the implementation of the 2030 Agenda and the Sustainable Development Goals.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened capacities of Latin American and Caribbean policymakers on macroeconomic and financing issues.

Evidence of the result, if achieved, will include an increased number of actions, measures or policies implemented by countries in the region in the areas of macroeconomics and financing for development.

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

#### (b) Proposed post and non-post resource requirements for 2020

Table 23.49

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	840.6	794.5	–	–	794.5
Consultants and experts	160.5	253.7	–	–	253.7
Travel on official business	145.6	215.5	–	–	215.5
Fellowships, grants and contributions	57.6	111.0	–	–	111.0
<b>Total</b>	<b>1 204.3</b>	<b>1 374.7</b>	<b>–</b>	<b>–</b>	<b>1 374.7</b>

## Subprogramme 4. Social development and equality

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Improved institutional policies or frameworks to address poverty and social protection issues

The subprogramme will continue to provide support to countries in Latin America and the Caribbean to enhance their knowledge and technical capacity to formulate, implement and evaluate policies, plans and programmes that address poverty reduction and social protection, tackling the structural and emerging gaps of social and gender inequalities to support the implementation of the 2030 Agenda and the Sustainable Development Goals. With regard to capacity-building activities, due consideration will be given to national officials from locations outside those in which these activities are carried out, who cannot attend in person, as from the outset the subprogramme will focus on the incorporation of the possibility to make use of digital technologies in order to make possible the attendance of a greater number of participants.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is improved institutional policies or frameworks to address poverty and social protection issues.

Evidence of the result, if achieved, will include the development by national institutions of strategies for improving institutional frameworks and policies that reflect the commitment to inclusive social development in the context of social agendas agreed upon regionally by member States.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.50

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	249.4	276.8	—	—	276.8
Consultants and experts	25.9	32.8	—	—	32.8
Travel on official business	28.5	35.8	—	—	35.8
Fellowships, grants and contributions	11.9	16.7	—	—	16.7
<b>Total</b>	<b>315.7</b>	<b>362.1</b>	<b>—</b>	<b>—</b>	<b>362.1</b>

## Subprogramme 6. Population and development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Increased knowledge of Latin American and Caribbean stakeholders, including national institutions, civil society and academia, on population and development issues to monitor population trends

The subprogramme will strengthen the development of national machineries to facilitate the involvement of civil society, along with the provision of capacity-building activities and the delivery of seminars and workshops, to address the importance of having institutions at the national level to follow up the implementation process of the regional and international agreements related to population and development issues, in support of the implementation of the 2030 Agenda and the Sustainable Development Goals.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the increased knowledge of Latin American and Caribbean stakeholders, including national institutions, civil society and academia, on population and development issues to monitor population trends.

Evidence of the result, if achieved, will include the establishment of national institutional frameworks for the implementation of the Montevideo Consensus on Population and Development with the participation of civil society in countries of the region.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.51

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	177.6	199.3	—	—	199.3
Consultants and experts	11.1	3.8	—	—	3.8
Travel on official business	25.3	22.4	—	—	22.4
Fellowships, grants and contributions	29.0	17.6	—	—	17.6
<b>Total</b>	<b>243.0</b>	<b>243.1</b>	<b>—</b>	<b>—</b>	<b>243.1</b>

## Subprogramme 7. Sustainable development and human settlements

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Increased capacity of national Governments to make progress in the implementation of international agreements on climate change and on human settlements

The subprogramme will continue to provide support to countries in Latin America and the Caribbean to increase the technical capacities of policymakers to integrate environmental criteria into development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation, and human settlements, in support of the implementation of the 2030 Agenda and the Sustainable Development Goals. The subprogramme will conduct additional outreach activities with ministries of finance and ministries of planning to further promote the participation of those national authorities or their technical staff in the activities developed by the subprogramme, in order to promote the incorporation of an environmental perspective into the formulation of public policies.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the increased capacity of national Governments to make progress in the implementation of international agreements on climate change, and human settlements.

Evidence of the result, if achieved, will include measures, actions and policies taken by Governments relating to the pollutant release and transfer registers, access to information, public participation and justice in environmental matters, and the New Urban Agenda.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.52

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	—	19.7	—	—	19.7
Consultants and experts	18.7	22.0	62.4	283.6	84.4
Travel on official business	29.7	20.1	—	—	20.1
Fellowships, grants and contributions	18.7	44.7	62.4	139.6	107.1
<b>Total</b>	<b>67.1</b>	<b>106.5</b>	<b>124.8</b>	<b>117.2</b>	<b>231.3</b>

- 23.67 The increase in resources proposed for 2020 reflects the inclusion of additional resources for consultants and experts (\$62,400) and fellowships, grants and contributions (\$62,400) for the delivery of technical assistance and advisory services to provide policy advice to member States on how to implement actions, measures or policies that accelerate progress towards Sustainable Development Goal 11, in particular with regard to the New Urban Agenda, and Sustainable Development Goal 13, in particular with regard to access to information, public participation and justice in environmental matters.

## Subprogramme 8. Natural resources and infrastructure

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Strengthened national capacities for the sustainable governance of natural resources

In 2020, the subprogramme will continue to support countries in Latin America and the Caribbean to further strengthen the capacity of national institutions to improve governance, policies and management of natural resources, in support of the implementation of the 2030 Agenda and the Sustainable Development Goals, through the provision of technical cooperation, advisory services and capacity-building activities, at the request of countries in the region.

#### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is strengthened national capacities for the sustainable governance of natural resources.

Evidence of the result, if achieved, will include countries formulating measures, policies or strategies towards the sustainable governance of natural resources, in particular in the agriculture, energy, water and mining sectors.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.53

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	85.5	93.5	—	—	93.5
Consultants and experts	34.6	37.3	—	—	37.3
Travel on official business	10.4	45.3	—	—	45.3
Fellowships, grants and contributions	5.1	29.5	—	—	29.5
<b>Total</b>	<b>135.6</b>	<b>205.6</b>	<b>—</b>	<b>—</b>	<b>205.6</b>

## Subprogramme 10. Statistics

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Enhanced statistical capacities of Latin American and Caribbean countries

The subprogramme will tailor its technical assistance to further enhance cooperation among national institutions and the dissemination of methodologies towards strengthening the elaboration of basic economic, social and environmental data, as well as to strengthen national statistical capacities to collect, compile, store, analyse and disseminate official statistics and indicators to produce high-quality data for evidence-based policymaking, and to support the follow-up and review process of the implementation of the 2030 Agenda and the Sustainable

Development Goals through the provision of technical cooperation, advisory services and capacity-building activities at the request of countries in the region.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is enhanced statistical capacities of Latin American and Caribbean countries.

Evidence of the result, if achieved, will include an increased number of countries implementing the 2008 System of National Accounts and the 2012 System of Environmental-Economic Accounting, as well as other internationally agreed statistical methodologies.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.54

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	538.2	407.4	–	–	407.4
Consultants and experts	–	32.8	62.4	190.2	95.2
Travel on official business	35.8	37.3	–	–	37.3
Fellowships, grants and contributions	47.6	38.7	62.4	161.2	101.2
<b>Total</b>	<b>621.6</b>	<b>516.2</b>	<b>124.8</b>	<b>24.2</b>	<b>641.0</b>

- 23.68 The increase in resources proposed for 2020 reflects the inclusion of additional resources for consultants and experts (\$62,400) and fellowships, grants and contributions (\$62,400) for the delivery of technical assistance and advisory services to provide policy advice to member States on how to implement actions, measures or policies that accelerate progress towards the achievement of the Sustainable Development Goals, in particular with regard to strengthening national statistical capacities to follow up and review the implementation of the 2030 Agenda.

**Subprogramme 11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico**

**(a) Proposed programme plan for 2020**

**Highlighted planned result for 2020**

**Strengthened capacities of countries in the subregion to achieve sustainable economic growth and social development**

The subprogramme will continue to support countries in the subregion to enhance national and subregional capacities to design, evaluate, promote and implement policies on economic and social development, promote structural transformation and address challenges related to energy, agriculture and climate change in support of the implementation of the 2030 Agenda and the Sustainable Development Goals. The subprogramme will further improve the effectiveness of the technical cooperation services provided by tailoring its technical assistance to frame it in the context of national development plans or the establishment of institutional structures.



### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is strengthened capacities of countries in the subregion to achieve sustainable economic growth and social development.

Evidence of the result, if achieved, will include the development of plans or strategies by national institutions with coherent and cross-sectional policies in the economic, environmental and social spheres.

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

## (b) Proposed post and non-post resource requirements for 2020

Table 23.55

### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	59.8	103.0	–	–	103.0
Consultants and experts	35.0	37.7	–	–	37.7
Travel on official business	56.2	65.2	–	–	65.2
Fellowships, grants and contributions	15.7	13.8	–	–	13.8
<b>Total</b>	<b>166.7</b>	<b>219.7</b>	<b>–</b>	<b>–</b>	<b>219.7</b>

## Subprogramme 12. Subregional activities in the Caribbean

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

### Strengthened capacities of Caribbean countries to assess their development challenges

The subprogramme will continue to support countries in the subregion, straightening their capacities to design, evaluate, promote and implement policies and measures for sustainable and equitable economic and social development in the areas of climate change, energy efficiency, macroeconomic issues, development planning, gender, ageing, disaster assessment and mitigation, and statistics in support of the implementation of the 2030 Agenda and the Sustainable Development Goals, through the provision of technical assistance, advisory services and capacity-building activities, upon request.

### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is strengthened capacities of Caribbean countries to assess their development challenges in the context of the implementation of the 2030 Agenda and their progress towards achieving the Sustainable Development Goals.

Evidence of the result, if achieved, will include an increased number of actions, measures or policies implemented by countries in the subregion to address Caribbean development challenges and the development agenda for small island developing States.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.56

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	118.1	181.5	—	—	181.5
Consultants and experts	60.7	35.5	62.4	175.8	97.9
Travel on official business	47.2	47.4	—	—	47.4
Fellowships, grants and contributions	6.6	15.2	62.4	410.5	77.6
<b>Total</b>	<b>232.6</b>	<b>279.6</b>	<b>124.8</b>	<b>44.6</b>	<b>404.4</b>

- 23.69 The increase in resources proposed for 2020 reflects the inclusion of additional resources for consultants and experts (\$62,400) and fellowships, grants and contributions (\$62,400) for the delivery of technical assistance and advisory services to provide policy advice to member States on how to implement actions, measures or policies that accelerate progress towards Sustainable Development Goal 13, in particular with regard to strengthening resilience against climate change hazards and natural disasters.

**5. Economic and social development in Western Asia**

- 23.70 The activities in this area are implemented by ESCWA. With the three priority areas of ESCWA being sustainable development, social justice and regional integration, increasingly in 2020, the regular programme of technical cooperation is aimed at supporting member States in strengthening the formulation and effective implementation of national policies, strategies and programmes, with a view to the achievement of Sustainable Development Goals and the 2030 Agenda for Sustainable Development.
- 23.71 ESCWA makes every effort to ensure a coherent, interdisciplinary and results-oriented approach. Its technical cooperation activities are also shifting towards longer-term, integrated, multidisciplinary and change-focused projects, and working together with an expanded base of partners. Furthermore, ESCWA focuses its technical cooperation on the needs of least developed countries, countries in conflict and countries with economies in transition. ESCWA staff, regional advisers and consultants jointly operate in the field to provide substantial assistance in order to implement the regular programme of technical cooperation, which leads to the deployment of practical solutions and better support for government-led policies and initiatives.

**Subprogramme 1. Integrated management of natural resources for sustainable development****(a) Proposed programme plan for 2020****Highlighted planned result for 2020****Improvement in energy efficiency**

The subprogramme will build capacity in and advise countries on setting up frameworks that can be implemented easily and rapidly to conduct national programmes that would generalize proven energy efficiency measures in the building sector by scaling up energy efficiency programmes for the existing building stock. The frameworks developed would be based on a comprehensive approach addressing technical, financial and logistical aspects. Three member countries, representative of different parts of the region, will be assisted in the first phase.

### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is an improvement in energy efficiency in at least two member countries.

Evidence of the result, if achieved, will include the design and development of one effective large-scale energy efficiency implementation scheme that could result in energy savings of around 9 per cent of the total annual electricity consumption of the building stock for 2016.

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

## (b) Proposed post and non-post resource requirements for 2020

Table 23.57

### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	289.8	273.0	—	—	273.0
Consultants and experts	29.1	40.1	—	—	40.1
Travel on official business	28.4	36.7	—	—	36.7
Contractual services	4.6	—	—	—	—
General operating expenses	0.3	—	—	—	—
Furniture and equipment	8.6	—	—	—	—
Fellowships, grants and contributions	67.0	81.0	—	—	81.0
<b>Total</b>	<b>427.8</b>	<b>430.8</b>	<b>—</b>	<b>—</b>	<b>430.8</b>

## Subprogramme 2. Social development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

### Guarantee of the fulfilment of the basic needs and human rights of migrants in Arab countries

The subprogramme will support the shift from commitments towards evidence-based policymaking and will provide the knowledge base and the technical assistance to support Governments to formulate policies linking the Global Compact for Safe, Orderly and Regular Migration to sectoral and intersectoral interventions at the national and regional levels. The subprogramme will also build on strategic partnerships and tools to guide the efforts of Governments as they introduce new and reformulate existing policies and implement actions aimed at guaranteeing equitable access for migrants to social services and their inclusion in their host societies.

### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is the guarantee of the fulfilment of the basic needs and human rights of migrants in Arab countries, as spelled out in the Global Compact.

Evidence of the result, if achieved, will include the number of national policies, programmes and actions enacted by ESCWA member States that are fully in line with the principles and objectives of the Global Compact.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.58

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	357.4	459.1	42.0	9.1	501.1
Consultants and experts	64.8	14.0	29.4	209.4	43.4
Travel on official business	16.9	40.6	60.9	150.0	101.5
Contractual services	16.6	–	25.0	–	25.0
General operating expenses	1.8	–	–	–	–
Furniture and equipment	8.6	–	–	–	–
Fellowships, grants and contributions	34.1	67.3	156.8	233.1	224.1
<b>Total</b>	<b>500.2</b>	<b>581.0</b>	<b>314.1</b>	<b>54.1</b>	<b>895.1</b>

- 23.72 The increase in resources proposed for 2020 reflects the inclusion of additional resources for other staff costs (\$42,000), consultants and experts (\$29,400), travel on official business (\$60,900), contractual services (\$25,000) and fellowships, grants and contributions (\$156,800) to provide additional policy advice directly to member States on institutional development, capacity-building, coordination and management of national and regional efforts to implement the 2030 Agenda.

**Subprogramme 3. Economic development and integration****(a) Proposed programme plan for 2020****Highlighted planned result for 2020****Increased fiscal consolidation and enhanced domestic resource mobilization capacities**

The subprogramme will analyse and provide recommendations on types of taxation systems and enhance domestic resource mobilization trends to finance the Sustainable Development Goals. In addition, the subprogramme will develop a social expenditure monitoring framework in Jordan, Kuwait and Tunisia, with the aim of improving the allocative efficiency of social expenditure, taking into account fiscal sustainability constraints.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is increased fiscal consolidation and enhanced domestic resource mobilization capacities of member States with a view to financing the 2030 Agenda. This includes the elaboration of a socially acceptable reform proposal focused on decreasing the fiscal deficit, as well as increased understanding of the linkages between fiscal policy choices, progress towards the achievement of the Goals and fiscal sustainability.

Evidence of the result, if achieved, will include the inclusion of the subsidy reform proposal in the financial law submitted by the Government of Tunisia to the parliament for approval and the issuance of a regional road map to combat illicit financial flows.

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

**(b) Proposed post and non-post resource requirements for 2020**

Table 23.59

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	281.8	272.6	—	—	272.6
Consultants and experts	147.6	83.9	—	—	83.9
Travel on official business	39.7	59.9	—	—	59.9
Contractual services	50.3	—	—	—	—
General operating expenses	1.8	—	—	—	—
Supplies and materials	0.2	—	—	—	—
Furniture and equipment	8.6	—	—	—	—
Fellowships, grants and contributions	29.6	73.3	—	—	73.3
<b>Total</b>	<b>559.6</b>	<b>489.7</b>	<b>—</b>	<b>—</b>	<b>489.7</b>

**Subprogramme 4. Technology for development and regional integration**
**(a) Proposed programme plan for 2020**
**Highlighted planned result for 2020**
**Optimal use of digital and new technologies by member States for sustainable development**

The subprogramme will provide technical advice to member States to more effectively link and integrate socioeconomic development challenges into their national digital strategies. It will further support member States with the assessment of their digital development landscape to cover additional countries and assist them in developing plans to harness digital and new technologies and innovation in the public sector.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the optimal use of digital and new technologies by member States for sustainable development.

Evidence of the result, if achieved, will include the adoption of a number of national digital technologies plans and innovation ecosystems linked to the 2030 Agenda.

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

(b) Proposed post and non-post resource requirements for 2020

Table 23.60

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	282.2	272.4	—	—	272.4
Consultants and experts	31.0	28.7	—	—	28.7
Travel on official business	21.8	35.4	—	—	35.4
Contractual services	9.0	—	—	—	—
General operating expenses	0.3	—	—	—	—
Furniture and equipment	8.6	—	—	—	—
Fellowships, grants and contributions	36.3	52.0	—	—	52.0
<b>Total</b>	<b>389.2</b>	<b>388.5</b>	<b>—</b>	<b>—</b>	<b>388.5</b>

**Subprogramme 5. Statistics for evidence-based policymaking**

(a) Proposed programme plan for 2020

**Highlighted planned result for 2020**

**Increased availability of full coverage and detailed quality census data**

The subprogramme will assist national statistical systems in the preparations for the 2020 round of population and housing censuses and by facilitating South-South cooperation to accelerate the exchange of experiences on the use of modern information and in communication and geospatial technologies.

*Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is the increased availability of full coverage and detailed quality census data.

Evidence of the result, if achieved, will include all ESCWA countries implementing electronic means of data collection directly from respondents or from administrative registers and records.

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

(b) Proposed post and non-post resource requirements for 2020

Table 23.61

**Resource requirements by object of expenditure**

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	294.3	272.2	—	—	272.2
Consultants and experts	18.5	9.5	—	—	9.5
Travel on official business	37.1	56.1	—	—	56.1

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Contractual services	8.3	—	—	—	—
General operating expenses	0.3	—	—	—	—
Furniture and equipment	8.6	—	—	—	—
Fellowships, grants and contributions	104.0	116.2	—	—	116.2
<b>Total</b>	<b>471.1</b>	<b>454.0</b>	<b>—</b>	<b>—</b>	<b>454.0</b>

## Subprogramme 6. Advancement of women

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### Increased capacity and resilience of national women's machineries

The subprogramme will support national women's machineries to better adapt to instability, conflict and transformative political developments, with a particular focus on the influence they can provide in the design of policies relating to women refugees in host countries.

#### Result and evidence, including performance measure

The planned deliverables are expected to contribute to the result, which is the increased capacity and resilience of national women's machineries and an increase in the engagement of Arab States in the development of national action plans that are inclusive of women's voices and responsive to the women peace and security agenda.

Evidence of the result, if achieved, will include the adoption by two States of comprehensive national action plans that are participatory and inclusive.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.62

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	180.3	273.9	—	—	273.9
Consultants and experts	25.7	18.1	—	—	18.1
Travel on official business	25.5	20.2	—	—	20.2
Contractual services	13.8	—	—	—	—
General operating expenses	1.8	—	—	—	—
Furniture and equipment	8.6	—	—	—	—

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Fellowships, grants and contributions	52.4	82.7	–	–	82.7
<b>Total</b>	<b>308.1</b>	<b>394.9</b>	<b>–</b>	<b>–</b>	<b>394.9</b>

## Subprogramme 7. Conflict mitigation and development

### (a) Proposed programme plan for 2020

#### Highlighted planned result for 2020

#### National capacity-building programmes of strengthened institutions for recovery from conflict

The subprogramme will analyse the data resulting from the gaps assessment outcomes provided by the different ministries and local governing bodies and will (a) identify key gaps in institutional effectiveness; and (b) make policy and programmatic recommendations addressing them.

#### *Result and evidence, including performance measure*

The planned deliverables are expected to contribute to the result, which is strengthened institutions and national capacity-building programmes for recovery from conflict.

Evidence of the result, if achieved, will include the number of ministries and local governance bodies adapting the methodology to reflect national development priorities and more member States requesting the implementation of the methodology. The result will also be evidenced by the number of policy and programme recommendations produced and adopted by at least two ministries in two member countries.

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

### (b) Proposed post and non-post resource requirements for 2020

Table 23.63

#### Resource requirements by object of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes		2020 estimate
			Amount	Percentage	
Other staff costs	255.6	272.4	–	–	272.4
Consultants and experts	16.0	31.4	–	–	31.4
Travel on official business	20.4	24.7	–	–	24.7
Contractual services	7.4	–	–	–	–
General operating expenses	1.8	–	–	–	–
Furniture and equipment	8.6	–	–	–	–
Fellowships, grants and contributions	51.1	73.8	–	–	73.8
<b>Total</b>	<b>360.9</b>	<b>402.3</b>	<b>–</b>	<b>–</b>	<b>402.3</b>