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Proposed programme budget for 2021

Proposed programme budget for 2021

Part V

Regional cooperation for development

Section 23

Regular programme of technical cooperation****

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* [A/75/50](#).

** The part consisting of the programme plan for 2021 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 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's broad objective is to support and advance 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 is demand-driven, responding to an expressed need by Member States for capacity development support. At the same time, in order to ensure that services complement and promote the overall strategic priorities of the implementing entities, they 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 Member States have recognized that part of the implementation of the 2030 Agenda is the adoption of 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 considerable 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 countries have made important strides in some of these areas, the challenges remain enormous. For this reason, capacity development is a central requirement to advancing the implementation of the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.
- 23.6 The devastating effect of the coronavirus disease (COVID-19) pandemic will challenge hard-won development gains and hamper progress towards achieving the Sustainable Development Goals. The agile modality of the programme allows the implementing entities, when applicable, to support Member States in designing response measures to mitigate the adverse effects of the COVID-19 crisis for a sustainable and inclusive recovery. The programme will, inter alia, provide policy advice,

facilitate the exchange of information, scientific knowledge and best practices and provide capacity development while increasingly adopting new and innovative approaches, including virtual training sessions and meetings.

- 23.7 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 an important 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 that may fall outside the established priorities of the voluntarily financed programmes and the expertise of United Nations country teams. 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 implementing the Goals. The ability of the programme to respond flexibly and on 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.
- 23.8 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.
- 23.9 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 main 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 Sustainable 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.
- 23.10 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 Sustainable Development Cooperation Framework and the poverty reduction strategy paper process, as well as joint needs assessments and, where appropriate, joint fundraising.

- 23.11 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 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 advance 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.
- 23.12 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.
- 23.13 The overarching objective that guides the programming of the resources allocated to individual entities under the programme and the overall strategy and criteria followed for implementation are:
- (a) **Objective.** The objective is to support, through the transfer of knowledge and expertise, developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their efforts to develop the capacity to achieve internationally agreed development goals and the outcomes of United Nations conferences and summits. The objective to which each subprogramme of the entities of the regular programme for technical cooperation contributes can be found in the relevant fascicle of the proposed programme plan for 2021 (A/75/6), for each implementing entity;
 - (b) **Strategy.** The strategy to promote the above objective consists of:
 - (i) Responding to the requests of Governments for urgent advice on policy-related issues;
 - (ii) Providing Governments with specific advice on sectoral matters relevant to their development strategies and programmes;
 - (iii) Assisting Governments in the formulation or evaluation of programmes and projects leading to the enhancement of national programmes;
 - (iv) Developing networks of experts and practitioners in the respective sectoral areas to facilitate information-sharing, synergies and potential collaboration, especially through information and communications technology (ICT), workshops and seminars;
 - (c) **Criteria.** The following criteria are relevant to all implementing entities of the programme:
 - (i) 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;
 - (ii) Activities should fall within one of the priority areas 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;
 - (iii) 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;

- (iv) 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.
- 23.14 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.
- 23.15 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.

Short-term advisory services

- 23.16 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 ICT. 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 United Nations 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.
- 23.17 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, and 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.
- 23.18 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 and 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, in particular in the context of national workshops, which ensures the transfer of local knowledge and expertise and promotes local follow-up actions.

Field projects

23.19 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 in which the 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 United Nations Development Account in order to scale up their activities. Such projects may be country-based but can also be interregional or subregional.

Training

23.20 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.

23.21 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.

23.22 The information contained in the present report of the proposed programme budget for 2021 includes the programme plan for 2021 and the proposed non-post resources for 2021 for the regular programme of technical cooperation.

Overview of resources for the regular budget

23.23 The proposed regular budget resources for 2021 amount to \$35,577,600 before recosting and reflect no change in the resource level compared with the appropriation for 2020, as shown in table 23.1. 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 requirements by subprogramme and implementing entity is provided in table 23.4.

Table 23.1
Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

Component	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage		
A. Sectoral advisory services	13 693.4	15 037.7	–	–	–	–	15 037.7	282.1 15 319.8
B. Regional and subregional advisory services	19 332.7	20 539.9	–	–	–	–	20 539.9	436.8 20 976.7
Total	33 026.1	35 577.6	–	–	–	–	35 577.6	718.9 36 296.5

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Main category of expenditure	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)	
			Technical adjustments	New/expanded mandates	Other	Total				Percentage
Non-post	33 026.1	35 577.6	–	–	–	–	–	35 577.6	718.9	36 296.5
Total	33 026.1	35 577.6	–	–	–	–	–	35 577.6	718.9	36 296.5

Table 23.2
Evolution of financial resources by budget class

(Thousands of United States dollars)

Budget class	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Amount	Percentage			
Other staff costs	15 717.7	18 451.6	459.4	2.5	18 911.0	390.1	19 301.1
Consultants	3 250.8	4 014.7	(388.4)	(9.7)	3 626.3	76.5	3 702.8
Experts	1 528.2	–	–	–	–	–	–
Travel of staff	3 603.9	3 139.5	61.5	2.0	3 201.0	60.7	3 261.7
Contractual services	964.7	642.1	33.5	5.2	675.6	12.7	688.3
General operating expenses	996.3	549.8	(13.1)	(2.4)	536.7	9.6	546.3
Supplies and materials	4.7	2.6	–	–	2.6	–	2.6
Furniture and equipment	17.5	1.2	–	–	1.2	–	1.2
Fellowships, grants and contributions	6 942.4	8 776.1	(152.9)	(1.7)	8 623.2	169.3	8 792.5
Total	33 026.1	35 577.6	–	–	35 577.6	718.9	36 296.5

Table 23.3
Evolution of financial resources by programme

(Thousands of United States dollars)

A. Sectoral advisory services	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Amount	Percentage			
1. Economic and social affairs	7 316.7	8 582.5	–	–	8 582.5	163.0	8 745.5
2. Trade and development	1 500.8	1 501.4	–	–	1 501.4	31.0	1 532.4
3. Human settlements	998.2	1 047.9	–	–	1 047.9	19.9	1 067.8
4. International drug control, crime and terrorism prevention and criminal justice	740.2	959.6	–	–	959.6	18.1	977.7
5. Human rights	2 523.2	2 265.8	–	–	2 265.8	37.1	2 302.9

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	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Amount	Percentage			
6. Humanitarian assistance	614.3	680.5	–	–	680.5	13.0	693.5
B. Regional and subregional advisory services							
1. Economic and social development in Africa	7 275.3	7 523.7	–	–	7 523.7	160.0	7 683.7
2. Economic and social development in Asia and the Pacific	3 318.2	3 489.8	–	–	3 489.8	64.8	3 554.6
3. Economic development in Europe	1 632.9	2 172.6	–	–	2 172.6	41.4	2 214.0
4. Economic and social development in Latin America and the Caribbean	3 946.2	3 915.8	–	–	3 915.8	78.2	3 994.0
5. Economic and social development in Western Asia	3 160.1	3 438.0	–	–	3 438.0	92.4	3 530.4
Total	33 026.1	35 577.6	–	–	35 577.6	718.9	36 296.5

Figure 23.I
Distribution of proposed resources for 2021 by implementing entity

(Millions of United States dollars)

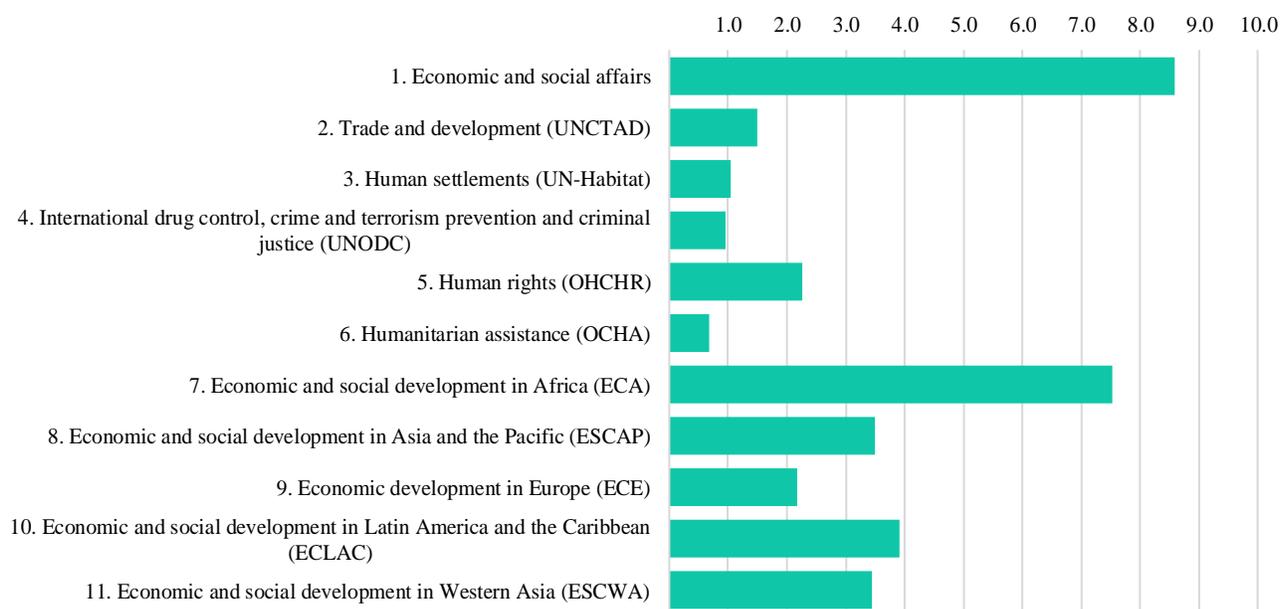
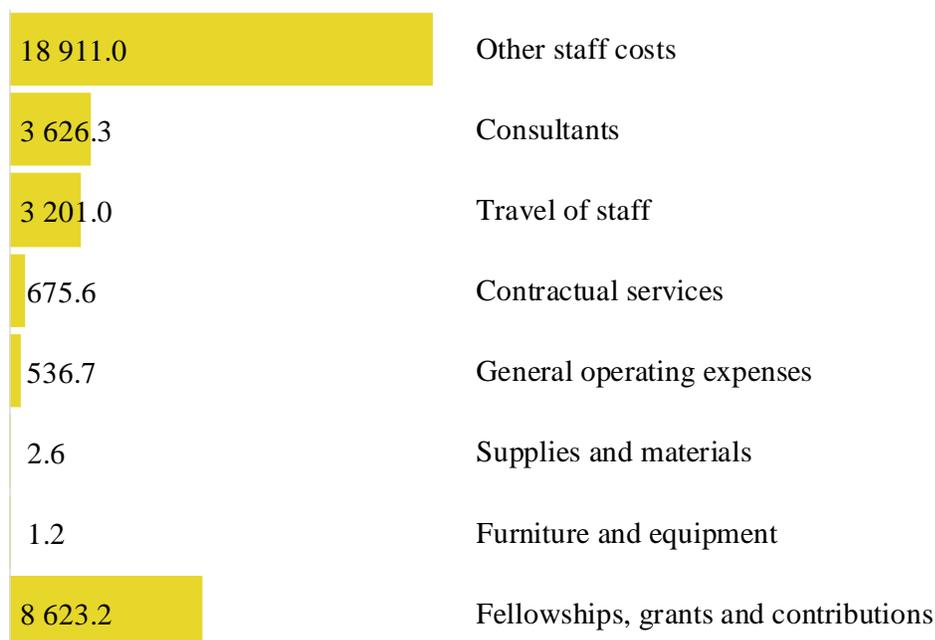


Figure 23.II
Distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



A. Sectoral advisory services

Table 23.4
Summary of requirements by subprogramme and implementing entity^a

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	2021					2021 estimate (before recosting)
			Department of Economic and Social Affairs	UNCTAD	UN-Habitat	UNODC	OHCHR	
1. Economic and social affairs								
Inclusive social development	561.7	835.0	1 102.3	–	–	–	–	1 102.3
Sustainable development	1 154.2	2 611.7	2 023.0	–	–	–	–	2 023.0
Statistics	1 820.5	1 441.1	1 490.0	–	–	–	–	1 490.0
Population	312.4	334.8	352.0	–	–	–	–	352.0
Economic analysis and policy	963.9	951.1	1 019.8	–	–	–	–	1 019.8
Public institutions and digital government	1 145.3	1 032.2	1 150.9	–	–	–	–	1 150.9
Sustainable forest management	805.8	429.6	467.5	–	–	–	–	467.5
Financing for sustainable development	552.9	947.0	977.0	–	–	–	–	977.0

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	2021								2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Department of Economic and Social Affairs	UNCTAD	UN-Habitat	UNODC	OHCHR	Office for the Coordination of Humanitarian Affairs	
2. Trade and development									
Globalization, interdependence and development; Investment and enterprise; International trade and commodities; Technology and logistics; Africa, least developed countries and special programmes	1 500.8	1 501.4	–	1 501.4	–	–	–	–	1 501.4
3. Human settlements									
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; Effective urban crisis prevention and response	998.2	1 047.9	–	–	1 047.9	–	–	–	1 047.9
4. International drug control, crime and terrorism prevention and criminal justice									
Justice; Technical cooperation and field support	740.2	959.6	–	–	–	959.6	–	–	959.6
5. Human rights									
Advisory services, technical cooperation and field activities	2 523.2	2 265.8	–	–	–	–	2 265.8	–	2 265.8
6. Humanitarian assistance									
Policy and analysis	70.8	152.1	–	–	–	–	–	152.1	152.1
Coordination of humanitarian action and emergency response	327.0	252.6	–	–	–	–	–	252.6	252.6
Emergency support services	134.5	149.1	–	–	–	–	–	149.1	149.1
Humanitarian emergency information and advocacy	82.0	126.7	–	–	–	–	–	126.7	126.7
Total	13 693.4	15 037.7	8 582.5	1 501.4	1 047.9	959.6	2 265.8	680.5	15 037.7

^a 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 2021, 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, focusing on human rights, gender equality and women’s empowerment. Capacity-development work at the country level will be achieved through coordinated support together with the reinvigorated resident coordinator system. The Department will support the work of the United Nations country teams in coordination with the Resident Coordinator in the design and implementation of viable United Nations Sustainable Development Cooperation Frameworks that articulate the collective response of the Organization to help countries address national priorities and gaps in their pathway towards meeting the Goals. The Department will pursue its capacity-development goals and objectives by working closely with the five regional commissions and other partners, 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

Proposed programme plan for 2021

Enhanced capacities to develop and implement social policies and programmes

- 23.26 In line with the 2030 Agenda for Sustainable Development, the subprogramme will conduct technical cooperation activities to build national capacities for social development, focusing on Sustainable Development Goal 1 on poverty eradication, Goal 2 on eliminating hunger, Goal 4 on quality education for all and Goal 10 on reducing inequalities. The subprogramme will use a multisectoral approach by taking advantage of its cross-sectoral expertise in demography, statistics, macroeconomics and environment to provide advisory services that will address the social, economic and environmental aspects of development. In this context, the subprogramme will focus especially on issues of persons with disabilities in terms of the implementation of the provisions of the Convention on the Rights of Persons with Disabilities. Ageing issues will be addressed within the framework of the development of the United Nations international legal instrument to promote and protect the rights and dignity of older persons and in the context of the third review and appraisal of the Madrid International Plan of Action on Ageing. Implementation of the United Nations Declaration on the Rights of Indigenous Peoples will be the focus of the subprogramme’s activities on indigenous peoples and the work on engagement of young people in national development will continue with particular attention to disadvantaged youth, especially youth with disabilities.
- 23.27 For example, in Kyrgyzstan, the subprogramme plans to review policies and practices of deinstitutionalization, habilitation and rehabilitation to improve the quality of life for persons with disabilities in various training workshops that focus on definitions of disability and benefit various stakeholders such as government officials, civil society organizations and academia.

23.28 The subprogramme started to work on systematically introducing new norms and priorities for rehabilitation and habilitation for persons with disabilities through the provision of training and capacity-building workshops for government staff, awareness-raising campaigns and support to civil society organizations.

Internal challenge and response

23.29 The challenge for the subprogramme was to obtain disaggregated data and information to maximize the impact of its capacity-development activities on social policies that support all three dimensions of sustainable development. In response, the subprogramme will intensify its engagement with Governments and relevant stakeholders to obtain disaggregated data in support of evidence-based policies and improved understanding of trade-offs among different policy options.

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

23.30 This work is expected to contribute to the advancement of policies for the eradication of poverty, the reduction of inequality and the achievement of greater social inclusion and well-being for all, which would be demonstrated by the number of national personnel trained to develop and implement social policies at the national and community levels in Kyrgyzstan.

Figure 23.III
Performance measure: number of national personnel participating in workshops on social policy frameworks in support of sustainable development in all its dimensions



Deliverables

23.31 Table 23.5 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.5
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	66	66	66	66
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.6
Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	41.6	305.0	267.3	87.6	572.3
Consultants	117.4	45.4	–	–	45.4
Travel of staff	227.1	154.5	–	–	154.5
Contractual services	27.1	22.0	–	–	22.0
General operating expenses	49.0	85.9	–	–	85.9
Fellowships, grants and contributions	99.5	222.2	–	–	222.2
Total	561.7	835.0	267.3	32.0	1 102.3

- 23.32 The proposed regular budget resources for 2021 amount to \$1,102,300 and reflect a resource increase of \$267,300 compared with the appropriation for 2020. The proposed increase under other staff costs (\$267,300) is to provide additional capacity-building and training workshops in response to anticipated requests from Member States. While there is no overall resource change compared with the approved levels for 2020 for economic and social affairs, the resources have been redistributed on a cost-neutral basis across subprogrammes.

Subprogramme 3 Sustainable development

Proposed programme plan for 2021

Assessing progress of the implementation of the 2030 Agenda for Sustainable Development at the national level

- 23.33 In 2021, the subprogramme will focus on advising developing countries on the integration of the findings of their voluntary national reviews into their national sustainable development strategies as well as report on progress, gaps and challenges at the high-level political forum on sustainable development. The integration of voluntary national review findings into national strategies will be done through a mix of regional workshops combined with country-specific advisory missions. The regional workshops are intended to provide a platform for the sharing of lessons learned and good practices among developing countries, while the advisory missions will address specific topics as requested by Governments.
- 23.34 In parallel, the subprogramme will continue to support countries in taking advantage of global intergovernmental processes to report on the gaps, challenges and progress made in the implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals and targets. While the focus in 2019 was on climate change (through the 2019 summit on climate change convened by the Secretary-General), and in 2020 was to be on transport and the oceans (through the respective global conferences on each topic, which have been postponed owing to the COVID-19 pandemic, but may still take place in 2020 pending a final decision on the matter by the General Assembly and the bodies involved), the focus in 2021 will be on Sustainable Development Goals 6 (water) and 7 (energy), as both topics will be under review throughout the year. The subprogramme will organize a high-level dialogue on energy to promote the implementation of the

energy-related goals and targets, as well as a high-level meeting to promote the implementation of the water-related goals and targets. Both events will allow for focused discussions at the intergovernmental level, which will then be streamlined into capacity-building activities at the global, regional and national levels, as appropriate and upon request by Member States.

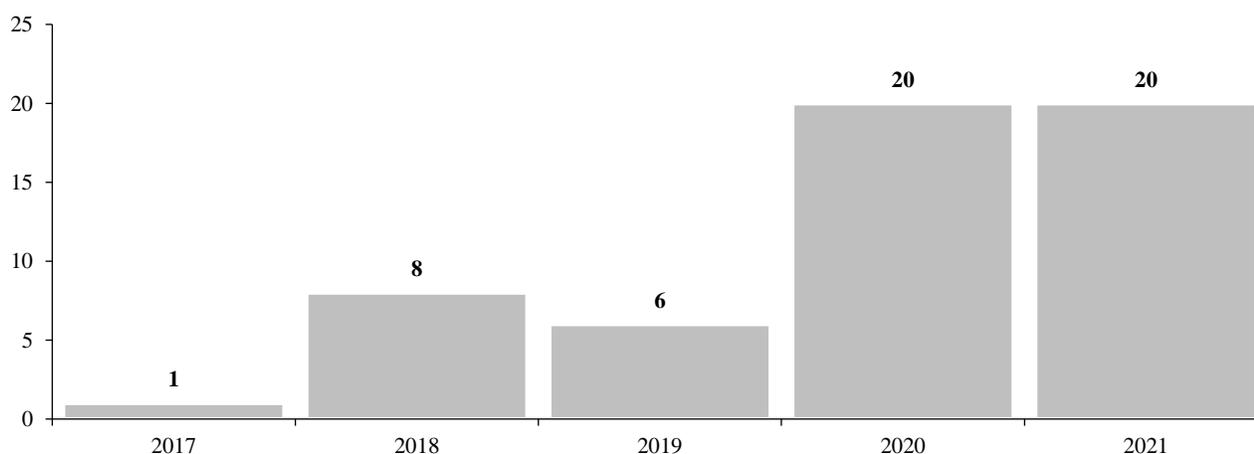
Internal challenge and response

23.35 The challenge for the subprogramme was to shift its focus from supporting first-time voluntary national reviews to supporting and scaling up the integration of national strategies articulated in national reports and presented at the high-level political forum into national implementation plans. In response, the subprogramme will, upon request, continue to provide tailored support to countries, in particular African countries, the least developed countries, landlocked developing countries and small island developing States, to respond to the gaps and challenges that these countries are confronted by with regard to the implementation of the 2030 Agenda. The subprogramme will also address the diverse and specific development needs and challenges facing many middle-income countries.

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

23.36 This work is expected to contribute to accelerating the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals and their targets and commitments, through increased engagement of Member States and other stakeholders, which would be demonstrated by an increase in the number of developing countries reporting on progress made in implementing the 2030 Agenda, including evidence of revision and the strengthening of national development strategies and financing frameworks, the number of mechanisms and processes put in place to ensure that no one is left behind and meaningful and increased involvement of other stakeholders, such as members of parliament, local government actors, civil society organizations, academia and the private sector, in the implementation of the 2030 Agenda. This will be assessed through an analysis of voluntary national reviews and other national plans published by developing countries. It is anticipated that at least 80 per cent of the voluntary national reviews presented in the years 2021 and 2022 will include such evidence.

Figure 23.IV
Performance measure: number of second and subsequent voluntary national reviews submitted by developing countries



Deliverables

23.37 Table 23.7 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.7

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	25	14	25
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.8

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	776.4	1 605.4	(436.2)	(27.2)	1 169.2
Consultants	23.5	27.3	2.7	9.9	30.0
Experts	72.0	–	–	–	–
Travel of staff	107.2	100.0	(40.0)	(40.0)	60.0
Contractual services	25.1	33.6	(9.6)	(28.6)	24.0
General operating expenses	22.0	39.4	(20.4)	(51.8)	19.0
Fellowships, grants and contributions	128.0	806.0	(85.2)	(10.6)	720.8
Total	1 154.2	2 611.7	(588.7)	(22.5)	2 023.0

23.38 The proposed regular budget resources for 2021 amount to \$2,023,000 and reflect a decrease of \$588,700 compared with the appropriation for 2020. The proposed decrease is due mainly to a decrease in other staff costs (\$436,200), travel of staff (\$40,000), contractual services (\$9,600), general operating expenses (\$20,400) and fellowships, grants and contributions (\$85,200) relating to the resources for two interregional advisers on financing for development proposed under subprogramme 9 in 2021 to respond to the anticipated increased demand from Member States in this area, and resources for workshops and seminars to support institutional arrangements for integrated policies and services proposed under subprogramme 7 in 2021.

**Subprogramme 4
Statistics**

Proposed programme plan for 2021

Scaling up of training and certification in big data for official statistics and Sustainable Development Goal indicators

23.39 The Cape Town Global Action Plan for Sustainable Development Data was adopted by the Statistical Commission at its forty-eighth session in March 2017 to support the implementation of the 2030 Agenda for Sustainable Development, and requires the collection, processing, analysis and dissemination of an unprecedented amount of data and statistics at local, national, regional and global levels and by multiple stakeholders. The Action Plan calls upon the global statistical community to

take action with regard to the strategic area of modernizing and strengthening the national statistical systems, focusing on modernizing the governance and institutional framework; on applying statistical standards and new data architecture for data sharing, exchange and integration; and on facilitating the use of new technology and new data sources in statistical production processes.

- 23.40 In this context the Statistics Division coordinates a global programme on big data for official statistics, including for the compilation of the Sustainable Development Goal indicators, and promotes the practical use of big data sources while building on existing precedents and finding solutions for the many existing challenges. This programme includes an ambitious training programme to support capability development within the institutes of the national statistical systems to equip them with the skills necessary to use big data for official statistics.

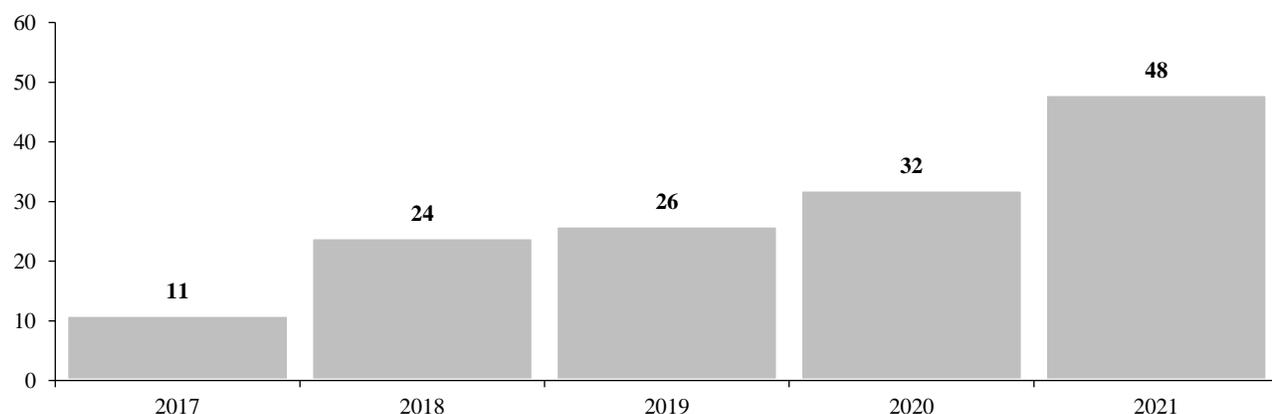
Internal challenge and response

- 23.41 The challenge for the subprogramme was that capacity-building activities for the use of big data have been offered infrequently, reaching an increasing, but still quite small, percentage of the statistical community. In response, the subprogramme will scale up the training activities by offering courses both online and in the classroom with support for examinations that can be taken both in person (classroom and examination centre) and online (proctored). The training curriculum could be prepared in a modular format using two tracks, one for technical staff and one for statisticians, and could be defined for various skill levels, starting at the foundation level and followed by practitioner and master levels.

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

- 23.42 This work is expected to contribute to strengthening the capacity of Member States for the production of high-quality, timely, disaggregated open data and national statistics and geospatial information as a basis to inform policy- and decision-making for the 2030 Agenda for Sustainable Development and review progress at the national and international levels by training significantly more staff of national statistical offices, which would be demonstrated by the availability of 48 e-learning courses to Member States. These e-learning courses would include training on the use of mobile phone data for official statistics, the use of scanner data for price statistics and the use of Earth observation data for agriculture statistics and land-cover mapping. Courses would be given at beginner, intermediate and expert levels. Through e-learning, staff members from every statistical office around the world could be reached.

Figure 23.V
Performance measure: total number of e-learning courses provided to Member States



Deliverables

23.43 Table 23.9 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.9

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	44	46	46	46
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.10

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	1 226.7	995.4	31.9	3.2	1 027.3
Consultants	5.2	18.2	–	–	18.2
Experts	(0.4)	–	–	–	–
Travel of staff	199.4	127.3	17.0	13.4	144.3
Contractual services	15.0	17.3	–	–	17.3
General operating expenses	28.4	15.2	–	–	15.2
Fellowships, grants and contributions	346.2	267.7	–	–	267.7
Total	1 820.5	1 441.1	48.9	3.4	1 490.0

23.44 The proposed regular budget resources for 2021 amount to \$1,490,000 and reflect an increase of \$48,900 compared with the appropriation for 2020. The increases proposed under other staff costs (\$31,900) and travel of staff (\$17,000) are due to the anticipated increase in requirements for the interregional adviser and the conducting of advisory services, and an increase in the travel of staff for the provision of advisory services to ensure the effective implementation of the Sustainable Development Goals by Member States.

Subprogramme 5 Population

Proposed programme plan for 2021

Improved evidence base for policy analysis and planning in response to population ageing

23.45 In 2021, the subprogramme will build on the experience of prior years in providing training and technical support on the assessment of the fiscal and economic implications of population ageing and develop guidelines to prepare structured national reports in this area. Many participants in prior

training workshops expressed interest in receiving further support on the presentation and interpretation of country-specific results.

Internal challenge and response

23.46 A challenge for the subprogramme was to analyse population data that is not always prepared consistently and therefore is not comparable, thereby limiting the quality of the policy advice provided by the subprogramme. This is due in part to the absence of systematic guidelines or standard approaches used to prepare national “generational reports”, which would use accepted and, to the extent possible, standardized methods and techniques that could be applied by individual countries depending on their own demographic dynamics and relevant policies and programmes.

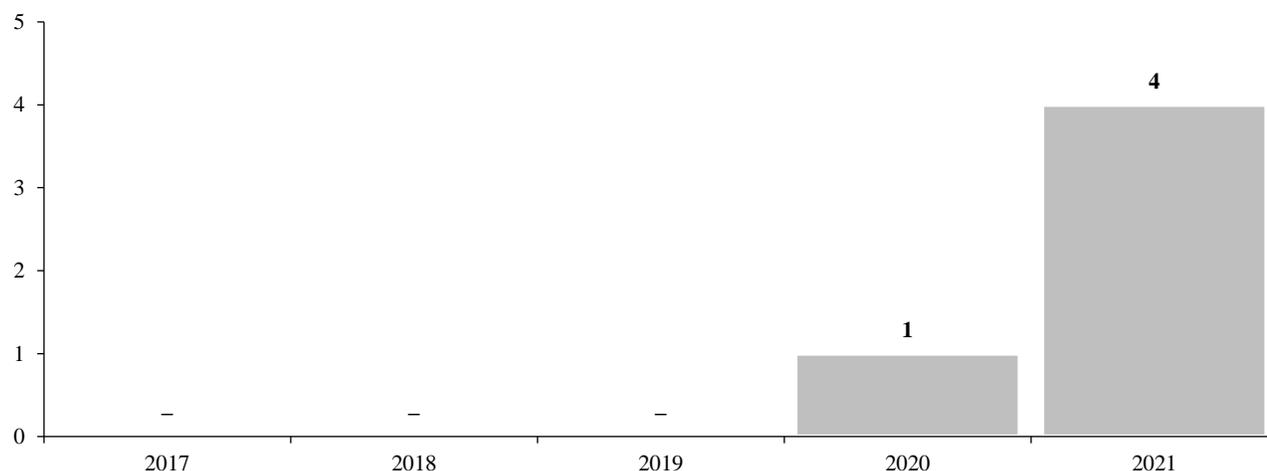
23.47 In response, starting in 2020 and for 2021, the subprogramme will develop general guidelines following a standard approach to produce national generational reports, which will be included in a handbook that consolidates and systematizes the main recommended themes and applications to be included in national reports. Selected country examples will be developed for testing and validation.

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

23.48 This work is expected to contribute to the improvement of the evidence base for policy analysis and planning that responds to population ageing, which would be demonstrated by the development of national generational reports, following consolidated and systematized guidelines provided in the handbook.

Figure 23.VI

Performance measure: number of national generational reports developed by Member States



Deliverables

23.49 Table 23.11 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.11

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	20	12	12
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.12

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	219.5	220.3	7.2	3.3	227.5
Consultants	–	4.6	0.4	8.7	5.0
Travel of staff	60.9	56.3	13.2	23.4	69.5
Contractual services	1.1	–	1.5	100.0	1.5
General operating expenses	1.5	5.1	(0.1)	(2.0)	5.0
Fellowships, grants and contributions	29.4	48.5	(5.0)	(10.3)	43.5
Total	312.4	334.8	17.2	5.1	352.0

- 23.50 The proposed regular budget resources for 2021 amount to \$352,000 and reflect an increase of \$17,200 compared with the appropriation for 2020. The increase is due mainly to other staff costs (\$7,200) and travel of staff (\$13,200), reflecting the anticipated increased requirements for the interregional adviser and the conducting of advisory services to ensure the effective implementation of the Sustainable Development Goals by Member States.

**Subprogramme 6
Economic analysis and policy**

Proposed programme plan for 2021

Strengthening the capacity of developing countries, especially the least developed countries, to design and implement policies and strategies to realize the inclusive, equitable and sustainable development objectives of the 2030 Agenda for Sustainable Development

- 23.51 The key focus of the subprogramme will be the provision of policy advisory services and capacity-development support at the national level in developing countries, including in the least developing countries, to design and implement sustainable development strategies within the framework of the 2030 Agenda, as well as the new programme of action expected to be adopted at the Fifth United Nations Conference on the Least Developed Countries held in Doha from 21 to 25 March 2021.
- 23.52 The subprogramme will complement and facilitate the implementation of the existing and pipeline Development Account projects, including: (a) helping least developed countries pursue structural

economic progress towards and beyond graduation; (b) enhancing policy coherence for the Sustainable Development Goals through integrated assessments and institutional strengthening in Africa; and (c) a forthcoming project under the thirteenth tranche of the Development Account.

- 23.53 The subprogramme will also be leveraged to mobilize resources for extrabudgetary projects by exploring new areas of interest from Member States related to ongoing capacity-development activities and proposing projects for funding to interested donors, including the United Nations peace and development trust fund.
- 23.54 The work to be done by the subprogramme will focus on strengthening the capacity of developing countries, especially the least developed countries, to design and implement policies and strategies to realize the inclusive, equitable and sustainable development objectives of the 2030 Agenda for Sustainable Development. In particular, the activities will focus on policy advisory and capacity-development work related to macroeconomic policy analysis and the impact on sustainable development, integrated assessment methodologies and modelling to identify interlinkages and trade-offs in the implementation of strategies for sustainable development and economic modelling and forecasting capacities, and assisting least developed countries with their sustainable development and graduation strategies.

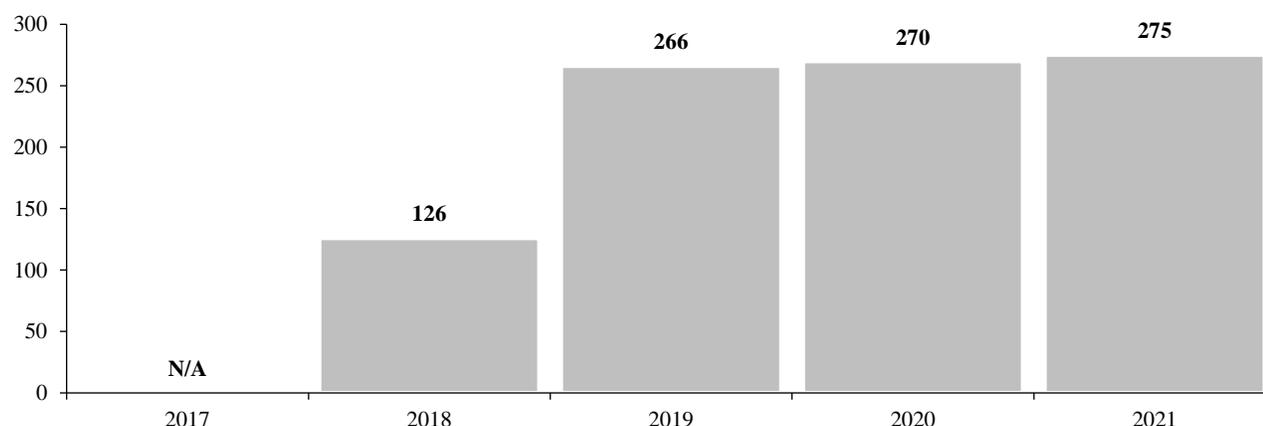
Internal challenge and response

- 23.55 The challenge for the subprogramme was to increase its focus on capacity development and advisory services that address the growing demand from Member States. In response, the subprogramme will analyse the requests received and cluster them by type of technical assistance required. Subsequently, the subprogramme will create an initial set of capacity-building and advisory service activities for each of the clusters. While initial assistance will be designed to address common needs, this model would still allow tailored support to be provided after initial assistance. This approach is expected to increase the capacity of the subprogramme to respond to the increased demand for its technical cooperation and advisory services.

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

- 23.56 This work is expected to contribute to strengthening the capacity of developing countries, especially the least developed countries, to design and implement policies and strategies to realize the inclusive, equitable and sustainable development objectives of the 2030 Agenda for Sustainable Development, which would be demonstrated by 275 professionals from least developed countries participating in seminars and workshops to provide guidance on international support measures and preparing for graduation. This would lead to an increased number of national planning documents, policy briefs, nationally determined contributions and other inputs to sustainable national development strategies, informed by integrated quantitative analysis. For instance, several graduating least developed countries have indicated that they would like to receive continued assistance with regard to capacity development to gain a better understanding of the impact of graduation and of ways to prepare for the challenges arising from the new phase in their development progress. Similarly, Indonesia, Mongolia, Nicaragua and the Philippines have requested support for the adoption of integrated assessment methodologies to help inform national sustainable development policies and strategies. In-depth training on macroeconomic modelling tools and the promotion of the private sector through value chain analysis have been requested by many developing countries, including Azerbaijan, Kyrgyzstan, Serbia, Tajikistan and Viet Nam, to better plan the implementation of the Agenda 2030 in their national contexts.

Figure 23.VII
Performance measure: number of professionals from least developed countries trained in workshops or seminars



Abbreviation: N/A, not applicable.

Deliverables

23.57 Table 23.13 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.13

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	30	48	30	48
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.14

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	625.5	775.1	24.7	3.2	799.8
Consultants	181.3	83.6	17.4	20.8	101.0
Travel of staff	107.8	56.3	32.7	58.1	89.0
Contractual services	13.1	6.4	(0.4)	(6.3)	6.0
General operating expenses	9.9	6.1	(6.1)	(100.0)	–
Fellowships, grants and contributions	26.3	23.6	0.4	1.7	24.0
Total	963.9	951.1	68.7	7.2	1 019.8

- 23.58 The proposed regular budget resources for 2021 amount to \$1,019,800 and reflect an increase of \$68,700 compared with the appropriation for 2020. The increase is mainly due to increases under other staff costs (\$24,700), consultants (\$17,400) and travel of staff (\$32,700), reflecting the anticipated increased requirements for the interregional adviser and the conducting of advisory services to ensure the effective implementation of the Sustainable Development Goals by Member States.

Subprogramme 7 Public institutions and digital government

Proposed programme plan for 2021

Online Training Centre

- 23.59 In 2021, the subprogramme will continue to advance effective, accountable, inclusive governance and public institutions for sustainable development through providing online training sessions to public servants in all regions of the world. Online training sessions are an important component of the subprogramme's capacity-development activities as they reach public servants everywhere, anytime, including in countries in special situations. The courses can be attended at the participant's own pace, providing options to those public servants who cannot attend an in-person training.
- 23.60 The subprogramme's Online Training Centre strengthens the capacities of public servants around the world by providing free, 24/7 access to courses.

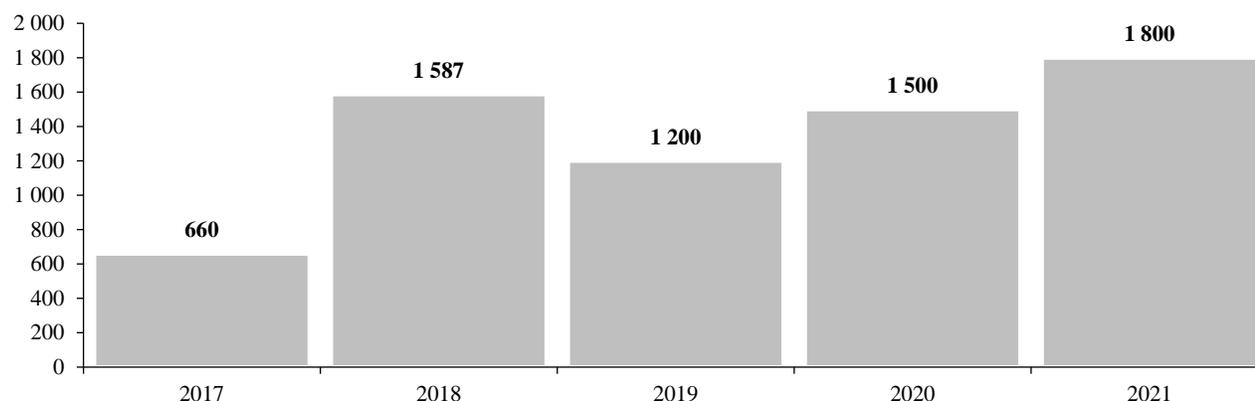
Internal challenge and response

- 23.61 The challenge for the subprogramme was to modernize its Online Training Centre, which has not kept pace with the changes in technology and is therefore becoming obsolete, including in terms of accessibility.
- 23.62 In response, the subprogramme will revamp its United Nations Public Administration Network website, which will host an updated Online Training Centre. In addition, the subprogramme will develop and launch new courses with up-to-date content to reflect the Sustainable Development Goals and the 2030 Agenda.

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

- 23.63 This work is expected to contribute to advancing effective, accountable, inclusive governance and public institutions, which would be demonstrated by 1,800 people taking the free online training courses available to public servants around the world, including on topics such as digital government, transformational leadership capacities in Africa's public sector institutions to implement the Sustainable Development Goals, adapting and transferring innovations in public service and seeking solutions to governance challenges. The main benefits for Member States are that their public servants will be more knowledgeable on topics relating to the Goals in general, and specifically on topics relating to Goal 16, and can better implement the 2030 Agenda.

Figure 23.VIII
Performance measure: number of people taking an online training course



Deliverables

23.64 Table 23.15 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.15
Subprogramme 7: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	30	29	30	24
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.16
Resource requirements by object of expenditure
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	667.5	745.6	23.8	3.2	769.4
Consultants	16.4	18.2	11.8	64.8	30.0
Experts	30.8	–	–	–	–
Travel of staff	109.4	81.8	(26.3)	(32.2)	55.5
Contractual services	9.1	6.4	(6.4)	(100.0)	–
General operating expenses	11.3	20.2	(0.2)	(1.0)	20.0
Fellowships, grants and contributions	300.7	160.0	116.0	72.5	276.0
Total	1 145.3	1 032.2	118.7	11.5	1 150.9

- 23.65 The proposed regular budget resources for 2021 amount to \$1,150,900 and reflect an increase of \$118,700 compared with the appropriation for 2020. The proposed increase is mainly due to fellowships, grants and contributions (\$116,000), reflecting an anticipated increase in requests for support in the area of institutional arrangements for integrated policies and services in line with the 2019 Sustainable Development Goals Summit and its political declaration.

Subprogramme 8 Sustainable forest management

Proposed programme plan for 2021

Enhanced mobilization of forest financing from domestic and international sources

- 23.66 Forests cover 33 per cent of the Earth's land area and provide multiple social, economic and environmental benefits to humankind through their contribution to poverty eradication, climate change mitigation and adaptation and the maintenance of biodiversity, clean air, water quality and climate stability. However, forests continue to disappear at an alarming rate. A major constraint to achieving sustainable forest management continues to be the lack of funding, especially in developing countries. The Sustainable Development Goals and the Addis Ababa Action Agenda place emphasis on the need to mobilize adequate resources for implementing the sustainable development agenda, including sustainable forest management. The United Nations strategic plan for forests 2017–2030 sets out the priorities of the Global Forest Financing Facilitation Network: promote the design of national forest financing strategies to mobilize resources for sustainable forest management; assist countries in mobilizing, accessing and enhancing the effective use of existing financial resources from all sources for sustainable forest management; serve as a clearing house for and database of existing, new and emerging financing opportunities and as a tool for sharing lessons learned and best practices from successful projects; and contribute to the achievement of the global forest goals and targets as well as priorities contained in the quadrennial programme of work.
- 23.67 In 2021, the subprogramme plans to continue to strengthen its support to countries and subregional organizations with regard to the development of national or regional forest financing strategies and project proposals for accessing funding for sustainable forest management, upon request. This will assist Member States, regional and subregional entities in making progress towards the implementation of global forest goal 4 on mobilizing significantly increased, new and additional financial resources from all sources for the implementation of sustainable forest management. In carrying out this work, the subprogramme will collaborate with multilateral financing agencies, including the Green Climate Fund, the Global Environment Facility, the Adaptation Fund and the World Bank. It will also work with internationally, regionally and nationally accredited agencies.

Internal challenge and response

- 23.68 The challenge was that the subprogramme was not able to scale up awareness on, and the use of, national forest financing strategies as frameworks for mobilizing resources for implementing the strategic plan for forests and the forest-related Sustainable Development Goals, especially in Asia. In response, the subprogramme plans to strengthen its support to countries and subregional organizations in the development of national or regional forest financing strategies and project proposals for accessing funding for sustainable forest management, drawing on information available through the Global Forest Financing Facilitation Network clearing house. Subregional workshops will be held in the Latin America and Asia-Pacific regions to increase awareness on strategies for mobilizing forest financing, including from multilateral funding agencies.

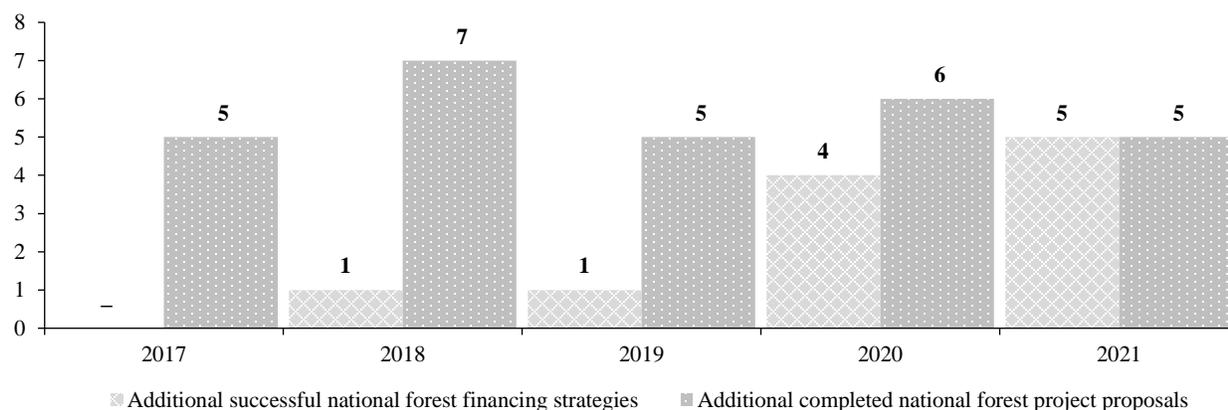
Expected progress towards the attainment of the objective, and performance measure

- 23.69 This work is expected to contribute to improved capacity of countries and subregional bodies to mobilize financing for sustainable forest management from both domestic and international sources

for sustainable forest management, and reduce deforestation and increase the area under forest cover, which would be demonstrated by the completion and/or successful submission of 10 national forest financing strategies and/or project proposals.

Figure 23.IX

Performance measure: number of additional completed national forest project proposals and number of additional successful national forest financing strategies



Deliverables

23.70 Table 23.17 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.17

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	45	38	91	36 ^a
C. Advisory services				

^a The number of days for events in 2021 is fewer than in 2020 owing to the type of planned activities based on the country and regional requests received as of the time of reporting.

Proposed non-post resource requirements for 2021

Table 23.18

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	235.1	220.3	7.2	3.3	227.5
Consultants and experts	200.2	111.8	(5.8)	(5.2)	106.0
Travel of staff	111.1	49.7	22.3	44.9	72.0
Contractual services	8.1	1.6	0.4	25.0	2.0

Section 23 Regular programme of technical cooperation

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
General operating expenses	52.5	17.9	(7.9)	(44.1)	10.0
Fellowships, grants and contributions	198.8	28.3	21.7	76.7	50.0
Total	805.8	429.6	37.9	8.8	467.5

- 23.71 The proposed regular budget resources for 2021 amount to \$467,500 and reflect an increase of \$37,900 compared with the appropriation for 2020. The proposed increase is mainly due to increases under travel of staff (\$22,300) and fellowship, grants and contributions (\$21,700), reflecting an increase in capacity-building activities based on anticipated levels of country and regional requests for support.

**Subprogramme 9
Financing for sustainable development**

Proposed programme plan for 2021

Increased country-level support to implement frameworks and policies for financing sustainable development

- 23.72 The subprogramme will continue supporting developing countries to strengthen their capacity to develop and implement policy frameworks aimed at increasing domestic public resources and mobilizing additional long-term financing for investment in sustainable development. This will include capacity-building support in areas such as double tax treaties, transfer pricing and the taxation of extractive industries, among others. In 2019, there was an increased demand for assistance on broader issues in the area of financing for sustainable development, including: (a) the role of fiscal policies in promoting sustainable development in all its dimensions; (b) the development of integrated national financing frameworks; and (c) scaling up the mobilization of private investment for the Sustainable Development Goals.

Internal challenge and response

- 23.73 The challenge for the subprogramme was to provide holistic country-level support for the implementation of financing policy frameworks aimed at achieving sustainable development in all its dimensions. In response, the subprogramme will: (a) broaden the scope of capacity-building activities to cover fiscal policies aimed at promoting positive patterns towards the achievement of the Sustainable Development Goals; (b) further develop and refine the methodology of and guidance material on integrated national financing frameworks, based on lessons learned from pioneer countries, and carry out additional capacity-building activities on integrated financing frameworks; and (c) implement further capacity-building activities for developing countries with regard to mobilizing private investment for sustainable development and connecting the work with relevant initiatives such as the Global Investors for Sustainable Development Alliance.

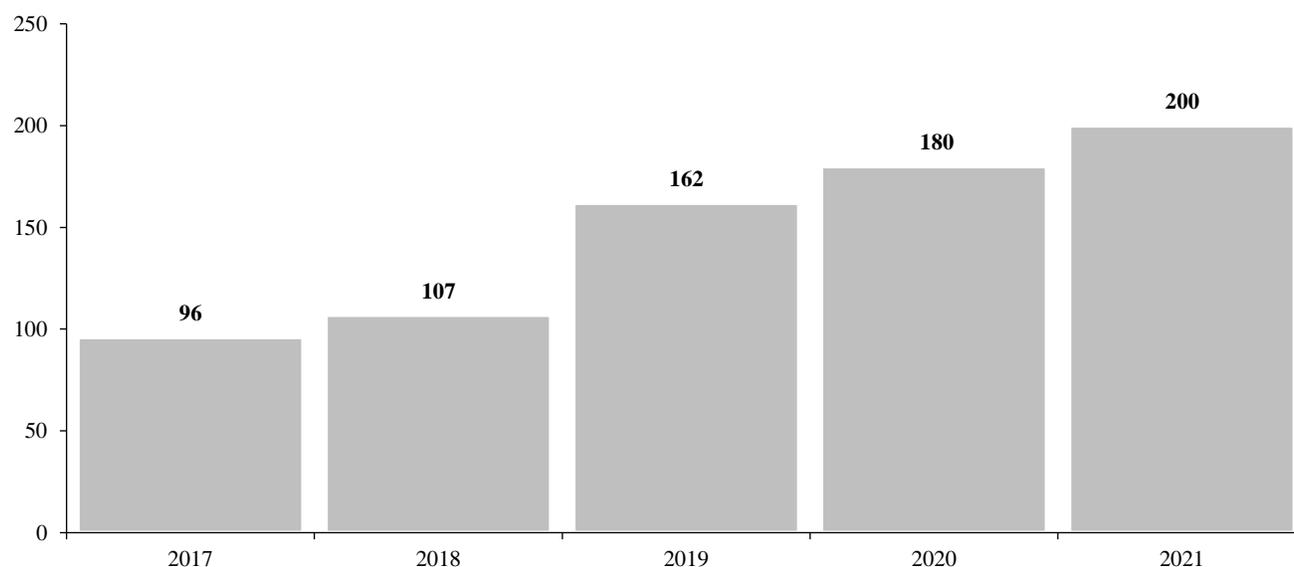
Expected progress towards the attainment of the objective, and performance measure

- 23.74 This work is expected to contribute to the follow-up and review of the implementation of the outcomes of the International Conferences on Financing for Development, including the Addis Ababa Action Agenda and the delivery of the means of implementation of the 2030 Agenda for Sustainable Development, by strengthening the capacity of policymakers, relevant national administrations and implementing agencies in developing countries to develop and implement policy frameworks aimed at increasing domestic public resources and mobilizing additional long-term financing for investment in sustainable development, which would be demonstrated by an increased engagement and participation of more than 200 country representatives in workshops on broader

issues in financing for sustainable development, including: (a) Sustainable Development Goal-oriented fiscal policies aimed at promoting greater equality and environmental protection; (b) integrated national financing frameworks; and (c) scaling up the mobilization of private investment for the Goals.

Figure 23.X

Performance measure: number of country representatives participating in workshops on policy frameworks in support of sustainable development in all its dimensions



Deliverables

23.75 Table 23.19 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.19

Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	40	44	40	50
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.20

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	207.4	440.6	469.4	106.5	910.0
Consultants	134.5	379.7	(359.7)	(94.7)	20.0
Experts	4.3	–	–	–	–
Travel of staff	60.8	38.2	(21.2)	(55.5)	17.0
Contractual services	1.1	1.6	8.4	525.0	10.0
General operating expenses	1.3	6.1	3.9	63.9	10.0
Fellowships, grants and contributions	143.5	80.8	(70.8)	(87.6)	10.0
Total	552.9	947.0	30.0	3.2	977.0

23.76 The proposed regular budget resources for 2021 amount to \$977,000 and reflect an increase of \$30,000 compared with the appropriation for 2020. The increase is due mainly to other staff costs (\$469,400), offset in part by a decrease under consultants (\$359,700) and fellowships, grants and contributions (\$70,800), reflecting the addition of two interregional advisers on investment and financing for development, the continuation of the work streams on integrated national financing frameworks and the implementation of further capacity-building activities for developing countries on mobilizing private investment for sustainable development, and a reduced requirement for consulting services and fellowships in line with the subprogramme's anticipated level of requests for assistance.

2. Trade and development

23.77 The activities in this section are implemented by UNCTAD. They focus on UNCTAD-integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development, and on addressing these issues in a mutually complementary fashion, including through: (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****Subprogramme 2
Investment and enterprise****Subprogramme 3
International trade and commodities****Subprogramme 4
Technology and logistics****Subprogramme 5
Africa, least developed countries and special programmes****Proposed programme plan for 2021**

Developing countries (especially least developed countries) share knowledge and expertise on the trade policy dimension of development to enhance their ability to engage in and benefit from the global economy and to formulate and implement economic development policies

- 23.78 Following the positive feedback from Member States and on-site evaluations showing that policymakers have deepened their understanding of the interrelated areas of trade, finance, investment and technology on development, UNCTAD is planning to continue the provision of its flagship course on key issues on the international economic agenda, known as the “Paragraph 166” course, for policymakers, Geneva-based delegates and other stakeholders from developing and transition economies. The course will continue to be based on the development perspective of UNCTAD and will focus on the linkages among trade, finance, investment, technology, logistics and macroeconomic policies in the context of major economic trends and debates in multilateral forums. It will also emphasize the various approaches that countries have taken to derive maximum development gains. In 2021, UNCTAD envisions rolling out its three regional courses to three of the five developing regions. Similar to 2019, the regional courses will be delivered in the African, Latin American and Caribbean, and Asia-Pacific regions, and will be tailored to the specific requirements of each region.
- 23.79 In 2021, UNCTAD will focus on providing support to the least developed countries and African countries with regard to the revision of annex K on the rules of origin of the revised Kyoto Convention on the Simplification and Harmonization of Customs Procedures. This will include assistance on the Agreement Establishing the African Continental Free Trade Area, including during its period of implementation. In this context, UNCTAD will work with beneficiaries to ensure that development gains from national trade policies and trade preferences are maximized by providing technical support and advisory services, providing tailored advice through policy reviews and conducting broad multi-stakeholder dialogues. In addition, and based on an increased demand from Member States, UNCTAD plans to support at least three least developed countries in assessing the extent and nature of the socioeconomic vulnerabilities they face upon graduation in order to prevent them from falling back into the category by preparing vulnerability profiles, as mandated by the General Assembly in its resolution [59/209](#).
- 23.80 Following the rapidly expanding demand for assistance from Member States in the area of e-commerce and the digital economy, in 2021 UNCTAD will focus its advisory services on the follow-up and implementation of policy recommendations made in the completed Rapid eTrade Readiness Assessments. Another area of focus with a particularly strong demand for support from Member States concerns the development of their national e-commerce strategies and the measurement of e-commerce and the digital economy. In addition, UNCTAD is planning to support

the participation of government experts from developing countries, and especially from least developing countries, in eCommerce Week 2021 with the aim of enabling a multi-stakeholder dialogue on how to move from digitization to development.

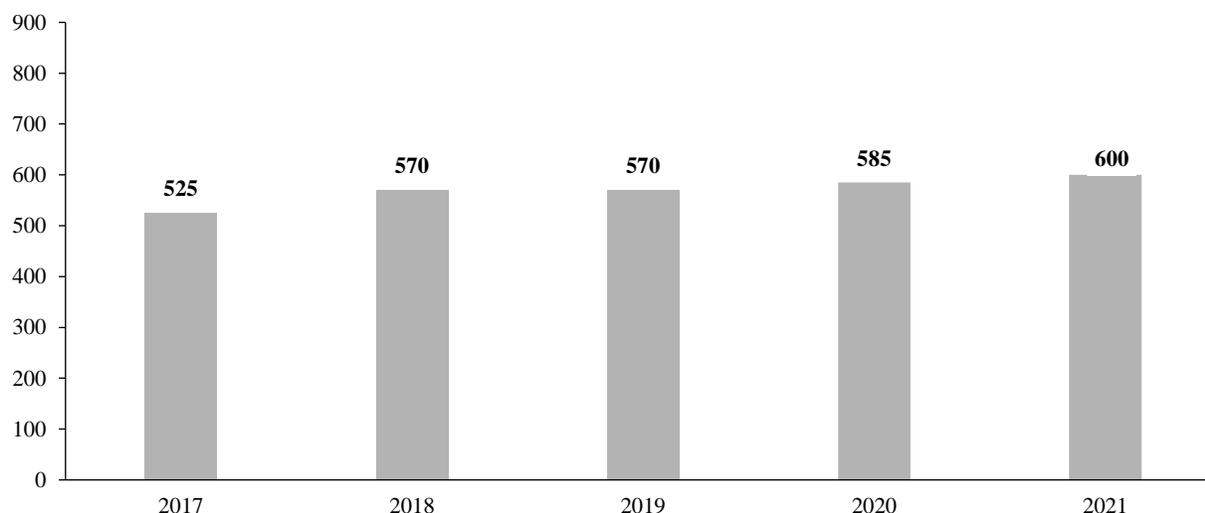
Internal challenge and response

- 23.81 The challenge for the subprogrammes was to ensure the sharing of experiences among the regions on some topical economic issues at the regional, national and global levels and to strengthen the community of practitioners who encounter related policy challenges across their respective regions. In response, the subprogrammes will provide opportunities for an exchange of practices, facilitate networking opportunities among participants and enrich the curriculum of the regional courses with recent findings and analyses carried out under their research pillars. The subprogrammes will also feed the results of their intergovernmental dialogues into those teachings and discussions, including issues of prominence and agreements from the fifteenth session of UNCTAD, which was to be held in 2020 but has been postponed owing to the COVID-19 pandemic (the session may still take place in 2020 pending a final decision on the matter by the General Assembly and the bodies involved). The subprogrammes will ensure that the courses reflect the highlights of UNCTAD technical cooperation and its major achievements, most notably in terms of identifying best practices in development policies, which UNCTAD identifies on the ground during its activities with developing countries. Finally, the subprogrammes will implement the piloted approach of an interregional platform that brings together the alumni of the Paragraph 166 flagship regional course from five developing regions to maximize the cross-learning of best practices and networking opportunities.

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

- 23.82 This work is expected to contribute to: (a) advancing inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels, and achieving progress towards a durable solution to the debt problems of developing countries, as well as poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation; (b) advancing inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation; (c) ensuring that international trade and commodities are an engine for prosperity, inclusiveness and sustainable development through the participation of all for all Member States; (d) harnessing innovation and technology, including e-commerce and the digital economy, improving trade logistics and increasing human capacities for inclusive and sustainable trade and development in developing countries; and (e) enhancing the effective integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through fostering structural transformation and developing domestic productive capacities in the targeted groups, which would be demonstrated by the number of policymakers from developing countries with increased understanding of the trade policy dimension of development, as a result of their participation in the Paragraph 166 course.

Figure 23.XI
Performance measure: number of policymakers from developing countries completing the Paragraph 166 course on the trade policy dimension of development



Deliverables

23.83 Table 23.21 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.21
Subprogrammes 1, 2, 3, 4 and 5: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
Seminars, workshops and training events (number of days)	253	253	253	253
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.22
Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	771.4	865.9	–	–	865.9
Consultants	11.1	–	–	–	–
Travel of staff	201.7	236.8	–	–	236.8
Contractual services	61.9	–	–	–	–

Section 23 Regular programme of technical cooperation

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
General operating expenses	2.8	–	–	–	–
Fellowships, grants and contributions	451.9	398.7	–	–	398.7
Total	1 500.8	1 501.4	–	–	1 501.4

- 23.84 The proposed regular budget resources for 2021 amount to \$1,501,400 and reflect no change in the resource level compared with the appropriation for 2020.

3. Human settlements

- 23.85 The activities under this sector are implemented by UN-Habitat. More specifically, UN-Habitat activities under the regular programme of technical cooperation will offer technical services to requesting Governments and other New Urban Agenda partners through: (a) short-term advisory services on strategically selected, high-priority issues; (b) the identification, development and launch of innovative and illustrative cooperation programmes; and (c) specialized support for the implementation, monitoring and replication of such cooperation programmes. The aim is to support Governments and partners in their efforts to meet their commitments and make their contributions to the implementation of the New Urban Agenda, which was the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito from 17 to 20 October 2016, and was adopted by the General Assembly in its resolution [71/256](#), and to the human settlements dimension of other multilateral agreements, such as the Sustainable Development Goals contained in the 2030 Agenda, and especially Goal 11 promoting an integrated, holistic and universal approach to urbanization. Within the context of its new strategic plan for the period 2020–2023, which repositions UN-Habitat as a major global entity and a centre of excellence and innovation on sustainable urban development, technical cooperation will continue to provide crucial means for leading the global urban agenda, generating specialized and cutting-edge knowledge, shaping technical norms, principles and standards, acting as a multiplier in the exchange of knowledge, experience and best practice and providing catalytic support to Member States in building a better urban future for all. In that connection, the strategic focus of the work of UN-Habitat for the upcoming years will be organized around four mutually reinforcing “domains of change” or subprogrammes, namely (a) reduced spatial inequality and poverty in communities across the urban-rural continuum; (b) enhanced shared prosperity of cities and regions; (c) strengthened climate action and improved urban environment; and (d) effective urban crisis prevention and response. During the course of the strategic plan for the period 2020–2023, UN-Habitat will endeavour by means of its technical cooperation to achieve transformational change through the above-mentioned domains.

Subprogramme 1
Reduced spatial inequality and poverty in communities across the urban-rural continuum

Subprogramme 2
Enhanced shared prosperity of cities and regions

Subprogramme 3
Strengthened climate action and improved urban environment

Subprogramme 4
Effective urban crisis prevention and response

Proposed programme plan for 2021

Towards more integrated programming in support of the decade of action for the Sustainable Development Goals

- 23.86 The basis of the proposed programme plan is the new vision of UN-Habitat of “a better quality of life for all in an urbanizing world” which is outlined in the strategic plan for the period 2020–2023. The new strategic plan calls for more integrated programming that contributes to outcomes across the subprogrammes, focusing on different enablers and drivers and aligning efforts across the United Nations system through the United Nations Sustainable Development Cooperation Frameworks. This should result in more transformative action that allows countries and cities to accelerate towards the urban dimensions of the Sustainable Development Goals and other global agendas as set forth in the decade of action for the Sustainable Development Goals, launched by the Secretary-General in January 2020.

Internal challenge and response

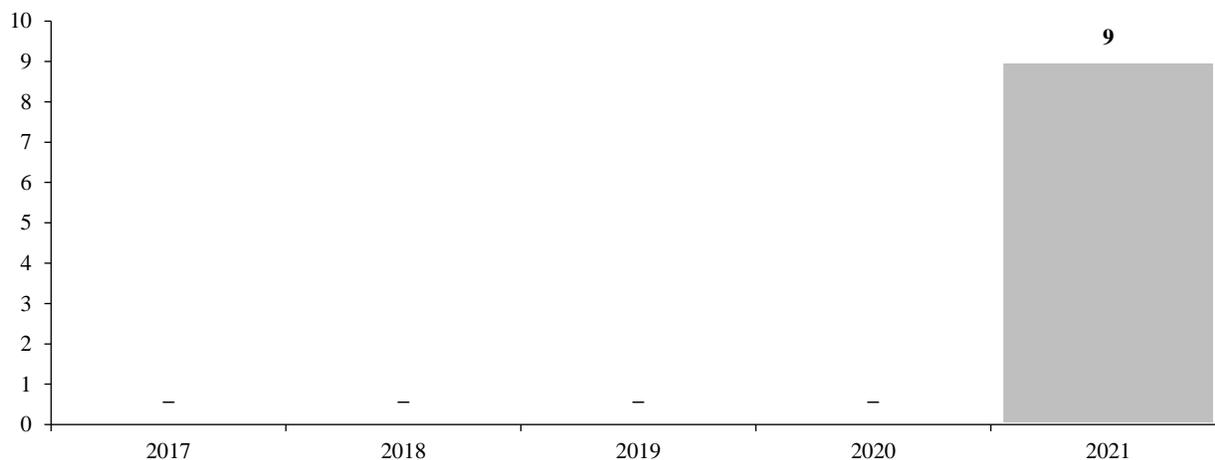
- 23.87 The challenge for the subprogrammes was to leverage synergies and complementarities between the normative and operational work of UN-Habitat and to mobilize its expertise in a symbiotic and integrated manner that complements broader United Nations efforts. In response, the subprogrammes will intensify their coordination activities to better connect the needs of a specific country or New Urban Agenda partner with the broader communities of practice within the Urban Practices Branch of the Global Solutions Division of UN-Habitat, and, as a consequence, allow for more integrated support and programming. A United Nations system-wide strategy on sustainable urban development, (sub)regional United Nations issue-based coalitions and the renewed common country analysis and the United Nations Sustainable Development Cooperation Frameworks offer concrete opportunities for better integration with the broader support provided by the United Nations in-country.

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

- 23.88 This work is expected to contribute to reduced inequality between and within communities and to reduced poverty in communities across the urban-rural continuum, enhanced shared prosperity of cities and regions, strengthened climate action and improved urban environment in an integrated manner at all governmental and territorial levels, and enhanced urban crisis prevention and response, which would be demonstrated by nine national and subnational governments that have integrated measures that ensure more transformative actions and the implementation of key elements of the New Urban Agenda as part of national or subnational policies, strategies and projects, in support of the decade of action.

Figure 23.XII

Performance measure: number of national and subnational governments that have integrated measures that ensure more transformative actions and the implementation of key elements of the New Urban Agenda as part of national or subnational policies, strategies and projects, in support of the decade of action



Deliverables

23.89 Table 23.23 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.23

Subprogrammes 1, 2, 3 and 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	17	17	18	18
Seminars, workshops and training events (number of days)	4	4	5	5
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.24

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	845.5	841.6	–	–	841.6
Consultants	33.4	3.1	–	–	3.1
Experts	1.6	–	–	–	–
Travel of staff	53.2	74.3	–	–	74.3
Contractual services	25.2	108.6	–	–	108.6

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
General operating expenses	14.1	16.5	–	–	16.5
Supplies and materials	1.6	2.6	–	–	2.6
Furniture and equipment	3.1	1.2	–	–	1.2
Fellowships, grants and contributions	20.5	–	–	–	–
Total	998.2	1 047.9	–	–	1 047.9

23.90 The proposed regular budget resources for 2021 amount to \$1,047,900 and reflect no change in the resource level compared with the appropriation for 2020.

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

23.91 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 with regard to: (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.

23.92 The programme is designed to respond rapidly to requests for assistance from Member States, with a specific focus on least developed countries, post-conflict countries and countries in transition, and provides such assistance through the provision of advisory services, the training of criminal justice policymakers and professionals in specialized areas and the conduct of expert workshops and meetings. The programme also provides strategic direction for countries upon request, by conducting missions to and assessments of countries with regard to their specific needs, with the aim of engaging in the subsequent design of longer-term technical assistance programmes.

Subprogramme 5 Justice

Subprogramme 8 Technical cooperation and field support

Proposed programme plan for 2021

Strategic support to Member States – addressing needs through targeted interventions with a focus on sustained impact in the field, contributing to effective United Nations responses

23.93 In 2021, the subprogrammes plan to continue providing field-based impact-focused advisory services and capacity-building in response to priority needs identified by Member States and regional organizations, with an increasing focus on providing responses in field contexts where the United Nations plays a key role, including post-conflict, transition and peacebuilding contexts. In this regard, the subprogrammes will facilitate and support initiatives that focus on enhanced longer-term impact in the field, with a view to more effectively contributing to wider United Nations responses in particular, in locations where UNODC mandates are a key factor in meeting the immediate priorities of Member States. Crime prevention and criminal justice reform will remain a key pillar of these efforts, supporting the emphasis on promoting the rule of law as an underlying basis for sustainable development.

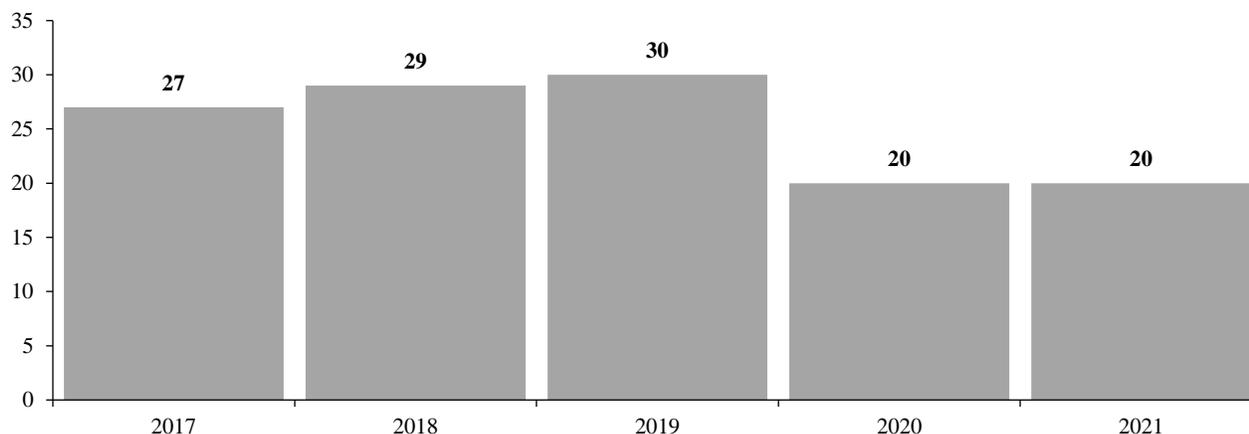
Internal challenge and response

23.94 The challenge for the subprogrammes was that some of the individual technical cooperation activities undertaken were, while directly responding to the needs of Member States, not consistently planned and followed up on as part of longer-term strategic engagements, and in some instances resulted in ad hoc responses that addressed the issue in the short term, but did not always create the foundation for longer term solutions that are more sustainable. In response, the subprogrammes will emphasize a focus on strategically directing planned interventions to ensure longer-term follow-up for enhanced long-term impact, as well as increased complementarity with wider United Nations responses to promote sustainable development, with a least four field-based initiatives following a clear strategic approach towards a more long-term engagement, taking into account wider United Nations responses in the country or region.

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

23.95 This work is expected to contribute to strengthening nationally owned programmes countering drugs, crime and terrorism, with a focus on preventing crime and ensuring more effective, fair, humane and accountable criminal justice systems, as a basis for the rule of law and sustainable development, which would be demonstrated by improved policies, enhanced capacities and increased regional and international cooperation in 20 countries. The reduced number of countries receiving assistance compared with 2019 reflects efforts to focus on priority contexts for longer-term planning and impact.

Figure 23.XIII
Performance measure: number of improved policies, enhanced capacities and increased regional and international cooperation in nationally owned programmes



Deliverables

23.96 Table 23.25 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.25
Subprogrammes 5 and 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	8	10	10
Seminars, workshops and training events (number of days)	16	13	16	15

Proposed non-post resource requirements for 2021

Table 23.26
Resource requirements by object of expenditure
(Thousands of United States dollars)

	2019 Expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	469.0	631.4	–	–	631.4
Consultants	53.8	27.6	15.4	55.8	43.0
Experts	42.9	–	–	–	–
Travel of staff	–	84.2	(0.7)	(0.8)	83.5
Contractual services	85.7	–	84.0	100.0	84.0
General operating expenses	8.8	3.6	–	–	3.6
Supplies and materials	0.8	–	–	–	–
Fellowships, grants and contributions	79.2	212.8	(98.7)	(46.4)	114.1
Total	740.2	959.6	–	–	959.6

23.97 The proposed regular budget resources for 2021 amount to \$959,600 and reflect no change in the resource level compared with the appropriation for 2020.

5. Human rights

23.98 The objective to which the OHCHR technical cooperation programme contributes is to build and strengthen national, subregional and regional capacity and structures to address implementation gaps for the protection and promotion of all human rights. More specifically, OHCHR activities under the regular programme of technical cooperation will provide support to Member States in building and strengthening their national and regional structures through advisory services and technical cooperation, which include a variety of field activities. The programme will provide support to Member States, civil society and other stakeholders, and to United Nations country teams in assisting national strategies, policies and programmes with implementing and monitoring progress on the 2030 Agenda for Sustainable Development at the global, regional and national levels to contribute to the effective and inclusive implementation of the 2030 Agenda.

23.99 In 2021, OHCHR will provide technical assistance to Member States, at their request, with regard to: (a) adopting laws that establish new national human rights institutions or strengthen the capacity of existing institutions; (b) enhancing cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative; (c) enhancing the 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 (d) advancing the integration of human rights, including the right to development, into development processes, with a focus on supporting States in their efforts to achieve the Sustainable Development Goals and contributions to be made by the United Nations in the field.

- 23.100 OHCHR will provide assistance 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 principles of equality, non-discrimination and participation will be at the centre of the programme's work, with a commitment to "leave no one behind", paying special attention to marginalized groups, and to combating discrimination and inequalities. OHCHR will pursue its technical assistance goals and objectives by working closely with national and regional human rights structures, civil society and other stakeholders, and the United Nations country teams and other partners for effective coordination, building on complementarity.

Subprogramme 3

Advisory services, technical cooperation and field activities

Proposed programme plan for 2021

Providing guidance on integrating human rights into Sustainable Development Goal implementation, monitoring and reporting

- 23.101 OHCHR provided technical and substantive assistance to Member States, civil society and other stakeholders and United Nations country teams in support of the normative basis of the 2030 Agenda at the global, regional and national level through seven capacity-building workshops, including on the human rights-based approach.
- 23.102 Since 2017, OHCHR has received additional financial support from the regular programme of technical cooperation to provide technical and substantive assistance to Member States, civil society and other stakeholders and United Nations country teams to contribute to the effective and inclusive implementation of the 2030 Agenda for Sustainable Development. With the help of funding from the regular programme of technical cooperation, OHCHR contributed to workshops for Resident Coordinators in Latin America, the Arab region and the Western, Central, Eastern and Southern Africa regions with the support of the regional commissions, the regional teams of the United Nations Sustainable Development Group and the Department of Economic and Social Affairs. This included providing further technical and substantive assistance to States to facilitate their reporting processes, including voluntary national reports, and ensuring other Sustainable Development Goal monitoring efforts benefited from (a) the existing analysis and data prepared for/by human rights mechanisms; and (b) increased engagement of the United Nations in the field in support of human rights-based Goal implementation. The objectives are to provide guidance on accelerating the implementation of the Goals by leveraging synergies with human rights mechanisms and integrating human rights into Goal implementation, monitoring and reporting; to discuss the implementation stage of the Goals in the respective regions; to explore key opportunities and challenges facing Resident Coordinators and United Nations country teams; to ensure that the Goals are implemented in accordance with human rights standards; and to generate ideas on building effective synergies and coordination between the Goals and human rights implementation and monitoring mechanisms.

Internal challenge and response

- 23.103 The challenge for the subprogramme was that, despite frequent requests for OHCHR expertise on the ground and a clear need for human rights capacity to support the integration of human rights standards into the implementation of Sustainable Development Goals by Member States, the subprogramme was not always able to deploy sufficient expertise as widely as was needed. In response, the subprogramme will diversify and strengthen its partnerships to ensure implementation

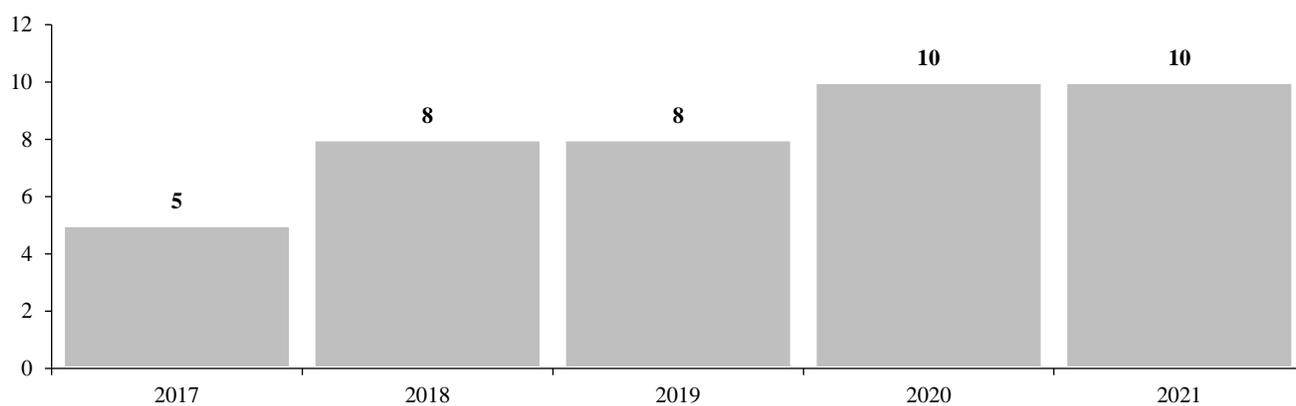
in a strategic manner and will strengthen its internal capacity and secure more specialist expertise to increase engagement at the country level in this area.

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

- 23.104 This work is expected to enhance human rights technical cooperation and capacity-building at the national and regional levels to contribute to the effective and inclusive implementation of the 2030 Agenda for Sustainable Development, which would be demonstrated by 10 workshops and events co-organized with Member States and partners. These are expected to increase the capacity of Member States, Resident Coordinators and other senior United Nations officials to integrate human rights standards and the focus on leaving no one behind into the implementation, monitoring and reporting of the Sustainable Development Goals.

Figure 23.XIV

Performance measure: number of workshops and events co-organized with Member States and partners on ways to integrate human rights standards into the monitoring and reporting of the Sustainable Development Goals



Deliverables

- 23.105 Table 23.27 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.27

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	6
Seminars, workshops and training events (number of days)	216	220	216	220
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.28

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	1 082.1	1 030.7	–	–	1 030.7
Consultants and experts	67.5	15.2	–	–	15.2
Travel of staff	328.6	125.0	–	–	125.0
Contractual services	60.6	37.9	–	–	37.9
General operating expenses	325.5	111.8	–	–	111.8
Fellowships, grants and contributions	658.9	945.2	–	–	945.2
Total	2 523.2	2 265.8	–	–	2 265.8

23.106 The proposed regular budget resources for 2021 amount to \$2,265,800 and reflect no change in the resource level compared with the appropriation for 2020.

6. Humanitarian assistance

23.107 The activities in this sector are implemented by the Office for the Coordination of Humanitarian Affairs. The continual growth in humanitarian needs and the increased number of protracted crises require a well-coordinated and effective humanitarian response that addresses lifesaving needs and contributes to building the resilience of affected people to future shocks.

23.108 The programme will mobilize and coordinate assistance for disasters and provide advisory services and training to promote natural disaster reduction and facilitate the smooth transition from emergency relief to rehabilitation and development. The programme will also develop and promote common policy on humanitarian issues for the United Nations system and its partners. The Office will continue to contribute to strengthening the development of national capacities by supporting the development of national emergency preparedness and response plans in disasters and post-disaster emergency situations, as well as 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 involve working with partners, including Governments and development actors, on assessments and response plans. 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 promotes a coordinated approach in both humanitarian responses and development actions.

Subprogramme 1 Policy and analysis

Proposed programme plan for 2021

Raising awareness on linking humanitarian action to the 2030 Agenda for Sustainable Development

- 23.109 The Global Humanitarian Policy Forum brings together various stakeholders, including representatives of Member States, international organizations, the business community, the philanthropic sector, non-profit organizations, religious institutions, academia and think tanks, to deliberate on issues that affect humanitarian action. In 2020, as an outcome of the Forum held in 2019, the subprogramme will prepare two reports with recommendations for the humanitarian community focusing on addressing the needs of the most vulnerable as they relate to climate change and technology.
- 23.110 In 2021, the Global Humanitarian Policy Forum will gather a wide range of stakeholders in order to connect people across sectors to facilitate the development of new ideas on how to improve humanitarian action in support of the 2030 Agenda for Sustainable Development. Based on the outcomes of these discussions, the subprogramme will undertake further policy research and other expert group consultations to improve humanitarian action and support humanitarian and development actors to work together to contribute to the achievement of the Sustainable Development Goals.

Internal challenge and response

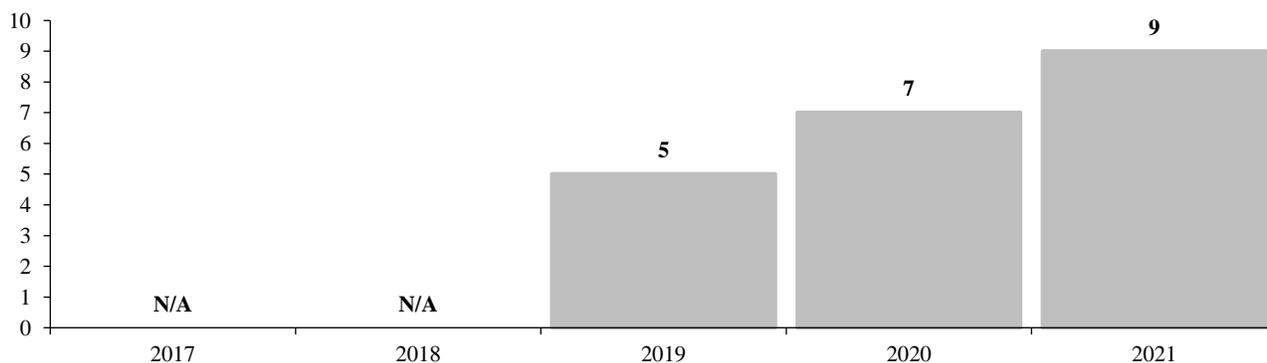
- 23.111 The challenge for the subprogramme was to address a growing number of requests for support. In response, the subprogramme will identify trends, patterns and similarities that allow for more focus on topics in areas of common interest to Member States, while keeping abreast of wider humanitarian trends. The subprogramme will also intensify its advocacy to attract more stakeholders that can provide support in areas where there is an imbalance between demand for and the capacities of the subprogramme.

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

- 23.112 This work is expected to contribute to strategic and operational coherence of humanitarian response, which would be demonstrated by nine participants from the global South in consultations on policy dialogues related to humanitarian and development collaboration.

Figure 23.XV

Performance measure: number of global South participants in Global Humanitarian Policy Forum policy dialogues



Abbreviation: N/A, not applicable.

Deliverables

23.113 Table 23.29 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.29

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
Seminars, workshops and training events (number of days)	72	40	72	5
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.30

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	43.4	37.8	(37.8)	(100.0)	–
Consultants	10.9	36.9	36.6	99.2	73.5
Travel of staff	–	38.7	10.8	27.9	49.5
Contractual services	16.5	34.5	(5.4)	(15.7)	29.1
Fellowships, grants and contributions	–	4.2	(4.2)	(100.0)	–
Total	70.8	152.1	–	–	152.1

23.114 The proposed regular budget resources for 2021 amount to \$152,100 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 2

Coordination of humanitarian action and emergency response

Proposed programme plan for 2021

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

23.115 Without timely and tailored interventions, protracted crises can lead to increased vulnerability and put affected people at risk of negative impacts of even disasters of lesser magnitude. Some disasters are a result of limited, and at times a lack of, development interventions that should help reduce risks by strengthening livelihoods. This challenge requires better collaboration between humanitarian and development partners.

23.116 In 2019, the subprogramme provided technical support to Member States with protracted humanitarian crises to help ensure that humanitarian assistance plans supported efforts to build the

resilience of affected communities, so that they could become better equipped to weather future shocks.

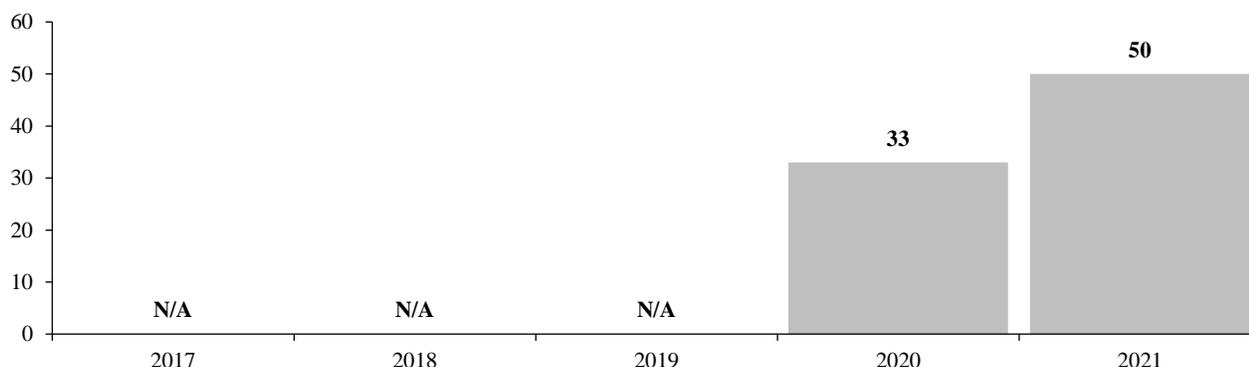
Internal challenge and response

23.117 The challenge for the subprogramme was that, while the response planning of humanitarian actors is more regularly undertaken with consideration of development needs and in coordination with development actors, institutional and structural obstacles to coordinated action persist in many operational settings. In response, the subprogramme will provide targeted technical support, including through workshops and analytical reports, to encourage greater collaboration of humanitarian and development programming, in support of and with Member States, in additional countries with protracted crises.

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

23.118 This work is expected to contribute to a coherent, effective and timely humanitarian response, which would be demonstrated by 50 percent of humanitarian emergency responses that, in cooperation with Member States, reflect consideration of and coordination with development actors.

Figure 23.XVI
Performance measure: percentage of emergency responses that include coordination with development actors



Abbreviation: N/A, not applicable.

Deliverables

23.119 Table 23.31 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.31
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	5	5

Proposed non-post resource requirements for 2021

Table 23.32

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	327.0	252.6	–	–	252.6
Total	327.0	252.6	–	–	252.6

- 23.120 The proposed regular budget resources for 2021 amount to \$252,600 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 4 Emergency support services

Proposed programme plan for 2021

Strengthened standardization of training and capacity-building for emergency responders

- 23.121 Timely and effective emergency response requires closer cooperation among a diverse range of stakeholders, which include Governments, non-governmental organizations, United Nations agencies and private sector and civil society organizations. Support from the Office for the Coordination of Humanitarian Affairs for Member States through training and fellowships provides an excellent opportunity for responders to network, exchange ideas and explore opportunities for closer cooperation. The Office provides a platform for strengthening various response networks and tools and improving cooperation in areas of common interest during emergencies. Every year, the Office brings together participants from Member States, United Nations agencies, non-governmental organizations, the business sector and academia to deliberate on issues of importance for humanitarian action. The Office also continues to strengthen response capacity by providing relevant response tools and supporting coordination systems and mechanisms to enable the rapid and effective provision of humanitarian assistance and save lives.

Internal challenge and response

- 23.122 The challenge for the subprogramme in undertaking these response capacity-building initiatives was to strengthen the strategic coherence among the various initiatives. In response, the subprogramme will change its capacity-building focus in 2021 to a more coordinated and aligned approach, based on a common and standardized training and accountability framework. The subprogramme will conduct five training sessions/workshop events on technical response areas such as humanitarian civil-military coordination, disaster assessment and coordination, international search and rescue and environmental emergency response. The subprogramme will also focus on capacity-building services that are customized to fit the specific needs and realities of disaster-affected Member States and responders. In addition, the subprogramme will support the development of tools and guidance that are interoperable and can be utilized by various responders in various emergency settings.

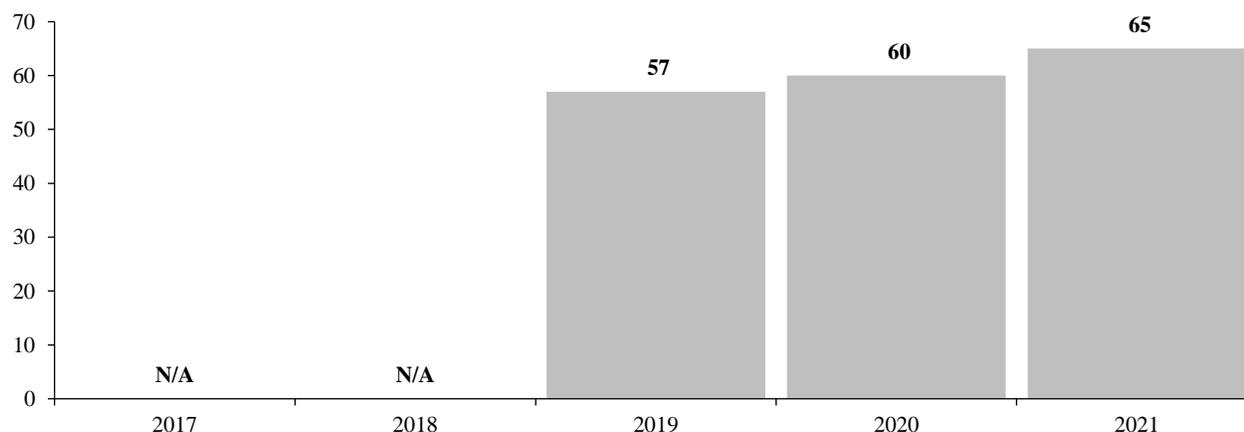
Expected progress towards the attainment of the objective, and performance measure

- 23.123 This work is expected to contribute to expedited international humanitarian assistance to victims of emergencies and natural disasters, which would be demonstrated by the number of personnel from

Member States and key responders trained or certified in technical response areas such as humanitarian civil-military coordination, disaster assessment and coordination, international search and rescue and environmental emergency response.

Figure 23.XVII

Performance measure: number of personnel from Member States and key responders trained or certified in technical response areas



Abbreviation: N/A, not applicable.

Deliverables

23.124 Table 23.33 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.33

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	5	4	5	4
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.34

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	38.0	17.7	–	–	17.7
Travel of staff	0.3	30.6	–	–	30.6
Contractual services	19.4	15.4	–	–	15.4

Section 23 Regular programme of technical cooperation

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
General operating expenses	1.1	3.7	–	–	3.7
Fellowships, grants and contributions	75.7	81.7	–	–	81.7
Total	134.5	149.1	–	–	149.1

- 23.125 The proposed regular budget resources for 2021 amount to \$149,100 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 5 Humanitarian emergency information and advocacy

Proposed programme plan for 2021

Increased number of information and communications technology-certified emergency responders and strengthened common operational data

- 23.126 During emergencies, ICT is key to facilitating communication with responders and to collecting data during assessment. Without proper communication, responders may be exposed to risks that may affect the timeliness of delivery of humanitarian assistance. These are reduced when international ICT standards are followed.
- 23.127 In 2019, the subprogramme supported the training of emergency responders in Africa and Asia, in collaboration with the United Nations Disaster Assessment and Coordination Team. The trained ICT emergency responders were certified in the provision of ICT support, such as the installation of ICT equipment, during emergencies. The subprogramme also supported Member States in updating the common operational dataset by consolidating the datasets of several countries into a single dataset, which enabled response staff to get a better overview of the regional data.

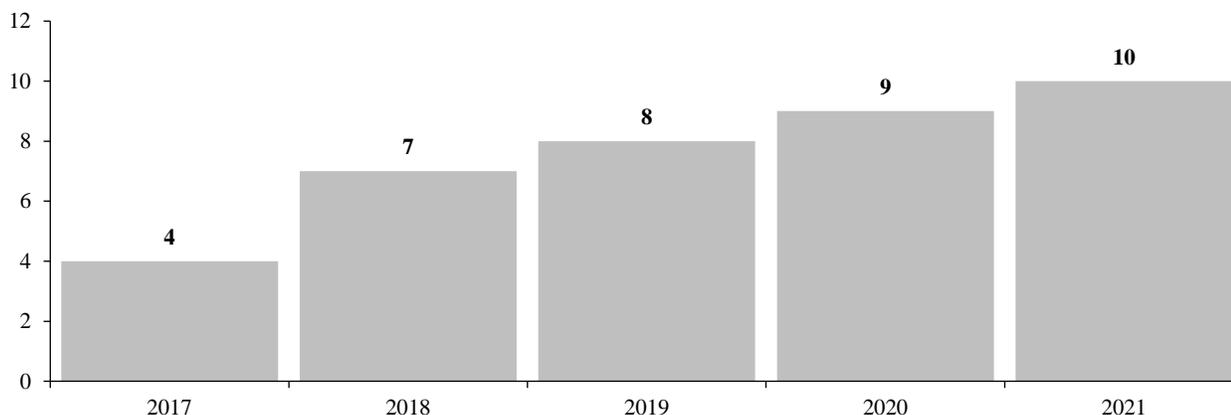
Internal challenge and response

- 23.128 The challenge for the subprogramme was the shortage of ICT-trained emergency responders in disaster-prone regions who could coordinate the timely installation of ICT equipment for effective humanitarian responses. In response, the subprogramme will enhance ICT skills through ongoing training and create online training modules to ensure sustainability and knowledge transfer.

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

- 23.129 This work is expected to contribute to ensuring effective knowledge-sharing in serving populations affected by disasters and emergencies, which would be demonstrated by the number of emergency responders from selected Member States who are certified and able to train other responders in the installation and use of ICT equipment before and during emergencies.

Figure 23.XVIII
Performance measure: number of emergency responders from Member States trained and certified in the installation and use of information and communications technology equipment



Deliverables

23.130 Table 23.35 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.35
Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	3	4	4
Seminars, workshops and training events (number of days)	10	7	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.36
Resource requirements by object of expenditure
 (Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	82.0	126.7	–	–	126.7
Total	82.0	126.7	–	–	126.7

23.131 The proposed regular budget resources for 2021 amount to \$126,700 and reflect no change in the resource level compared with the appropriation for 2020.

B. Regional and subregional advisory services

Table 23.37

Summary of requirements by subprogramme and implementing entity^a

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	2021					2021 estimate (before recosting)
			ECA	ESCAP	ECE	ECLAC	ESCWA	
1. Economic and social development in Africa								
Macroeconomic policy and governance; Economic development and planning	2 992.6	2 690.3	2 668.6	–	–	–	–	2 668.6
Regional integration and trade; Private sector development and finance	1 909.0	1 205.5	1 217.9	–	–	–	–	1 217.9
Data and statistics	878.4	1 497.7	1 556.6	–	–	–	–	1 556.6
Climate change, environment and natural resources management	1 129.5	1 633.1	1 583.5	–	–	–	–	1 583.5
Gender equality and women's empowerment; Poverty, inequality and social policy	365.8	497.1	497.1	–	–	–	–	497.1
2. Economic and social development in Asia and the Pacific								
Macroeconomic policy, poverty reduction and financing for development	270.2	217.8	–	275.0	–	–	–	275.0
Trade, investment and innovation	289.2	217.8	–	275.0	–	–	–	275.0
Transport	212.4	217.8	–	275.0	–	–	–	275.0
Environment and development	565.3	924.9	–	275.0	–	–	–	275.0
Information and communications technology and disaster risk reduction and management	558.8	217.8	–	275.0	–	–	–	275.0
Social development	205.8	217.8	–	275.0	–	–	–	275.0
Statistics	592.7	773.8	–	825.0	–	–	–	825.0
Subregional activities for development	449.9	484.3	–	739.8	–	–	–	739.8
Energy	173.9	217.8	–	275.0	–	–	–	275.0
3. Economic development in Europe								
Environment	296.6	364.4	–	–	368.3	–	–	368.3
Transport	283.3	456.1	–	–	377.9	–	–	377.9
Statistics	437.1	358.3	–	–	362.2	–	–	362.2
Economic cooperation and integration	237.1	415.4	–	–	95.8	–	–	95.8
Sustainable energy	258.2	327.5	–	–	336.0	–	–	336.0
Trade	35.5	159.4	–	–	525.7	–	–	525.7
Forests and the forest industry; Housing, land management and population	85.1	91.5	–	–	106.7	–	–	106.7

Part V Regional cooperation for development

	2019 expenditure	2020 appropriation	2021					2021 estimate (before recosting)
			ECA	ESCAP	ECE	ECLAC	ESCWA	
4. Economic and social development in Latin America and the Caribbean								
International trade, integration and infrastructure	110.0	128.6	–	–	–	128.6	–	128.6
Production and innovation	257.9	249.9	–	–	–	249.9	–	249.9
Macroeconomic policies and growth	1 149.1	1 343.5	–	–	–	1 343.5	–	1 343.5
Social development and equality	323.3	328.7	–	–	–	328.7	–	328.7
Population and development	313.9	216.3	–	–	–	216.3	–	216.3
Sustainable development and human settlements	112.0	197.1	–	–	–	197.1	–	197.1
Natural resources	415.6	175.1	–	–	–	175.1	–	175.1
Statistics	809.1	686.3	–	–	–	686.3	–	686.3
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	225.5	187.3	–	–	–	187.3	–	187.3
Subregional activities in the Caribbean	229.8	403.0	–	–	–	403.0	–	403.0
5. Economic and social development in Western Asia								
Climate change and natural resource sustainability	357.6	314.3	–	–	–	–	314.3	314.3
Gender justice, population and inclusive development	–	–	–	–	–	–	1 058.4	1 058.4
Shared economic prosperity	460.2	367.0	–	–	–	–	367.0	367.0
Statistics, information society and technology	–	–	–	–	–	–	612.3	612.3
2030 Agenda and Sustainable Development Goal coordination	–	–	–	–	–	–	798.2	798.2
Governance and conflict prevention	236.8	287.8	–	–	–	–	287.8	287.8
Social development	1 108.1	1 574.6	–	–	–	–	–	–
Technology for development and regional integration	287.0	273.1	–	–	–	–	–	–
Statistics for evidence-based policymaking	304.5	339.2	–	–	–	–	–	–
Advancement of women	405.9	282.0	–	–	–	–	–	–
Total	19 332.7	20 539.9	7 523.7	3 489.8	2 172.6	3 915.8	3 438.0	20 539.9

^a 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

23.132 Subprogrammes managed by ECA under the regular programme for technical cooperation are used to support African countries in their capacity-development efforts. These efforts are geared towards achieving inclusive and sustainable economic and social development in support of accelerating

Africa's structural transformation, in line with the priorities and vision articulated in the 2030 Agenda for Sustainable Development, Agenda 2063 of the African Union, the New Partnership for Africa's Development and other internationally agreed development agendas.

- 23.133 Activities will be implemented to complement programme 15, Economic and social development in Africa. ECA will therefore deliver its capacity-development services to promote system-wide synergies, strategic initiatives, policy dialogue, policy advisory services, skills development and knowledge facilitation and management.
- 23.134 In this regard, the work of the nine subprogrammes of ECA are clustered along five thematic areas: (a) macroeconomic policy and governance and economic development and planning; (b) regional integration and trade and private sector development and finance; (c) data and statistics; (d) climate change, environment and natural resources management; and (e) gender equality and women's empowerment and poverty inequality and social policy.

Subprogramme 1 Macroeconomic policy and governance

Subprogramme 8 Economic development and planning

Proposed programme plan for 2021

Strengthened capacity of member States in macroeconomic analysis and planning

- 23.135 Following the implementation of the macroeconometric model in Djibouti and the Gambia, the subprogrammes plan to continue to develop their work in support of macroeconomic policy analysis in eight countries (Kenya, Sierra Leone, Cameroon, Chad, Zimbabwe, Gabon, Namibia and the Congo) in 2021. The interventions in the first five countries (Kenya, Sierra Leone, Cameroon, Chad and Zimbabwe) will be a continuation from 2020, while the additional three countries (Gabon, Namibia and the Congo) will be a new project in 2021.

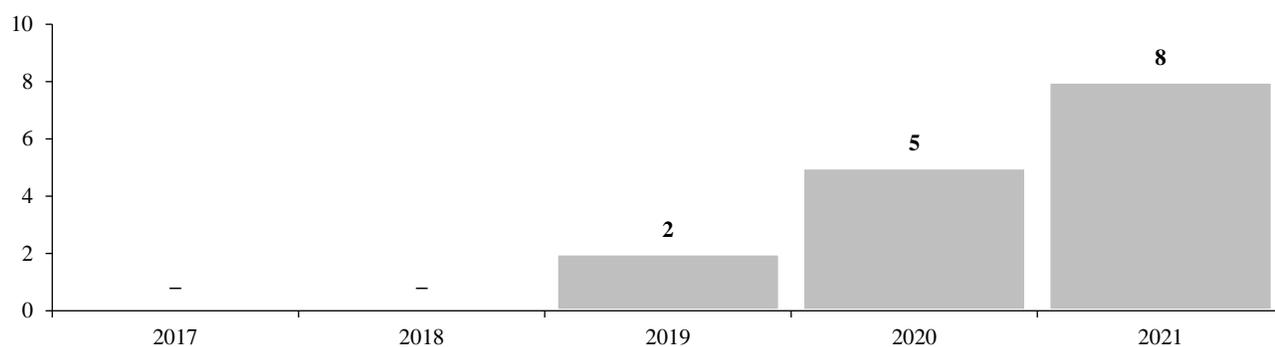
Internal challenge and response

- 23.136 The challenge for the subprogrammes was not being able to offer support to all countries that requested advisory services in 2019, owing to the lack of readily available expertise in the subprogrammes. In response, starting in 2020 and for 2021, the subprogrammes will scale up capacity-building and advisory services through synergies from the macroeconomic policy analysis, leveraging the African Institute for Economic Development and Planning and the subregional offices. Advisory services and capacity-building will be tailored to specific country needs. For 2021, the subprogrammes will seek to build upon accomplishments derived in Djibouti and the Gambia on the macroeconomic policy framework.

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

- 23.137 This work is expected to contribute to the advancement of sound macroeconomic policies, which would be demonstrated by eight countries adapting the Commission's macroeconometric model.

Figure 23.XIX
Performance measure: number of countries adapting the Commission's macroeconomic model



Deliverables

23.138 Table 23.38 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.38
Subprogrammes 1 and 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	12	–	12	4
Seminars, workshops and training events (number of days)	27	6	24	46
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.39
Resource requirements by object of expenditure
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	705.9	897.0	57.9	6.5	954.9
Consultants	373.4	592.3	(79.6)	(13.4)	512.7
Experts	237.3	–	–	–	–
Travel of staff	299.4	177.2	–	–	177.2
Contractual services	40.1	75.1	–	–	75.1
General operating expenses	231.0	–	–	–	–
Furniture and equipment	0.5	–	–	–	–
Fellowships, grants and contributions	1 104.9	948.7	–	–	948.7
Total	2 992.6	2 690.3	(21.7)	(0.8)	2 668.6

- 23.139 The proposed regular budget resources for 2021 amount to \$2,668,600 and reflect a decrease of \$21,700 compared with the appropriation for 2020. The proposed decrease in resources for consultants (\$79,600) is offset in part by an increase in resources for other staff (\$57,900) reflecting the subprogrammes' plan to increase focus on advisory and capacity-building activities for 2021 by leveraging synergies of the African Institute for Economic Development and Planning and the subregional offices.

Subprogramme 2 Regional integration and trade

Subprogramme 3 Private sector development and finance

Proposed programme plan for 2021

Towards the implementation of the African Continental Free Trade Area

- 23.140 The subprogrammes assisted at least 10 countries, based on requests, to formulate their national strategies for the African Continental Free Trade Area as an essential prerequisite for the implementation of the Free Trade Area. In order for the Free Trade Area to deliver the expected outcomes, it is critical for member States to undertake deliberate actions, including the development of integrated strategies tailored to existing policies and institutional frameworks at national and regional levels. These are critical to maximizing the benefits of the Agreement Establishing the African Continental Free Trade Area while minimizing its potential risks. Harnessing the benefits of the Free Trade Area starts with its domestication. Supported countries needed to identify the gaps in capacity to be addressed as well as their comparative and competitive advantages for diversification and ability to develop or integrate value chains under the Agreement. This required the design and implementation of new policy interventions or the retuning of existing policy frameworks with a view to making the most of the Free Trade Area. Countries also needed to identify means of dealing with cost adjustments, including any potential adverse fiscal impact resulting from the implementation of the Agreement. These are some of the components that were considered by countries in developing their tailored strategies at the national level while ensuring coherence with regional, continental and global frameworks. The need to develop specific national strategies was endorsed by the Conference of African Ministers of Finance, Planning and Economic Development during their meeting in Addis Ababa in May 2018, and was reiterated at the thirty-first African Union summit held in Nouakchott during June and July 2018.

Internal challenge and response

- 23.141 The challenge for the subprogrammes was to respond on time to all ad hoc advisory and technical assistance demands for the formulation and implementation of African Continental Free Trade Area strategies and other needs, such as the production of complementary tools, studies and training sessions on trade, services, industrialization, digitization, investments and improved land tenure security, especially for women. In response, the subprogrammes will increase partnerships with pan-African institutions, academia and the private sector, among others, in order to expedite the response to ad hoc demands. This would allow other actors to provide complementary expertise and knowledge, which is expected to create synergies and multiply the effect of the assistance provided.

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

- 23.142 This work is expected to contribute to improved capacities to formulate, implement and manage industrial policies and agreements and their linkages to export development strategies, which would be demonstrated by at least eight countries implementing strategies for the African Continental Free Trade Area developed with technical support from ECA. The national strategies would analyse and offer recommendations on the diversification of productive capacities and production patterns,

Part V Regional cooperation for development

thereby contributing to the efforts for accelerated industrialization in concerned member States and the deepening of regional markets in the context of the Free Trade Area.

Table 23.40
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	5 countries with validated African Continental Free Trade Area national strategies	9 countries with validated African Continental Free Trade Area national strategies	8 countries implementing African Continental Free Trade Area national strategies

Abbreviation: N/A, not applicable.

Deliverables

23.143 Table 23.41 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.41
Subprogrammes 2 and 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	4
Seminars, workshops and training events (number of days)	200	25	210	55

Proposed non-post resource requirements for 2021

Table 23.42
Resource requirements by object of expenditure
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	21.1	447.4	30.0	6.7	477.4
Consultants	152.4	230.1	(12.7)	(5.5)	217.4
Experts	687.7	–	–	–	–
Travel of staff	93.7	90.5	–	–	90.5
Contractual services	145.9	11.6	–	–	11.6
General operating expenses	36.8	–	–	–	–
Furniture and equipment	12.3	–	–	–	–
Fellowships, grants and contributions	759.1	425.9	(4.9)	(1.2)	421.0
Total	1 909.0	1 205.5	12.4	1.0	1 217.9

- 23.144 The proposed regular budget resources for 2021 amount to \$1,217,900 and reflect an increase of \$12,400 compared with the appropriation for 2020. The proposed increase under other staff costs (\$30,000) to provide more timely responses to the requests of member States is offset mainly by a decrease under consultants (\$12,700), reflecting a move towards increasing use of partnerships with other key institutions, thereby reducing the reliance on consultants.

Subprogramme 4 Data and statistics

Proposed programme plan for 2021

Harnessing technology for further improving data production and dissemination

- 23.145 In 2019, the subprogramme provided technical assistance to six countries to revise, update and implement their national statistical development strategies in order to keep abreast of the current and upcoming statistical production demands as they relate to the Sustainable Development Goals and Agenda 2063 of the African Union. As it stands, many countries on the continent experience challenges in reporting on a large number of indicators of the Goals, as the respective national statistical systems are not well equipped to produce these data points for reporting. Currently, 33 countries in Africa have 122 or more indicators with at least one data point from 2015 to 2019. Of these, eight countries (Ghana, Malawi, Egypt, Niger, Togo, South Africa, United Republic of Tanzania and Uganda) have 140 or more indicators, while 21 countries have 121 or fewer indicators. In addition, when taking into consideration the number of countries that have Sustainable Development Goal indicators with at least two years of data from 2015 to 2019, 54 countries have 92 or fewer indicators.
- 23.146 These gaps in Sustainable Development Goal indicator data are attributed to the lack of adoption, modernization and improvement of national statistical systems. Work on improving the national statistical systems is focused on ensuring improved coordination among the various members and sectoral institutions of the respective national statistical production process. This is better captured through a rigorously and comprehensively designed national statistical development strategy. Therefore, it is essential for member States to have up-to-date and modernized strategies that enable better coordination and improved production of data and statistics for reporting on the various indicators of the Sustainable Development Goals. Currently, 14 countries have outdated national statistical development strategies that need revision, and 12 countries need support in developing and implementing their own strategies.

Internal challenge and response

- 23.147 The challenge for the subprogramme was a lack of readily available expertise to provide such support to all countries. In parallel, the demand for support for improving national statistical development strategies has been increasing yearly. In response, the subprogramme will provide focused technical assistance and advisory services to 21 member States requesting assistance with regard to indicators within their national statistical systems for reporting on the Sustainable Development Goals and Agenda 2063. The focus of the technical assistance will be on revamping countries' respective strategies to strengthen national capacities for the production of data and statistics in existing and new areas required for reporting on the Goals and Agenda 2063, adopting technological innovations and methodologies in the collection, analysis and dissemination of data as well as integrating geospatial information systems and big data to improve the validity of their national statistics. Doing so will reduce the current gap in data availability, especially in core and new areas in statistical development, such as energy, finance, health, agriculture and other areas essential for supporting national development planning capacities, and encourage engagement in important regional initiatives such as the African Continental Free Trade Area. More specifically, the dissemination of the Digital Transformation Strategy to member States has led them to request more support for the

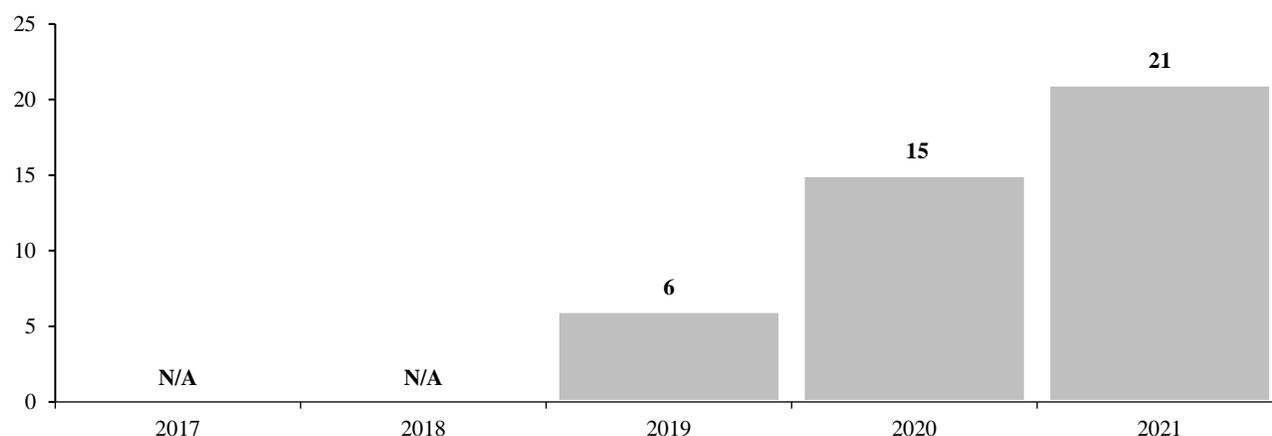
development of their own national transformation strategies. This has put further pressure on the subprogramme to recalibrate its capacities to deliver more support for member States.

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

23.148 This work is expected to contribute to strengthening the production, dissemination and use of credible data, statistics and geospatial information at the national, regional and global levels for evidence-based policy and decision-making, which would be demonstrated by 21 member States producing data and statistics on those Sustainable Development Goal indicators for which data and statistics are currently missing.

Figure 23.XX

Performance measure: number of member States producing data and statistics on those Sustainable Development Goal indicators for which data and statistics are currently missing



Abbreviation: N/A, not applicable

Deliverables

23.149 Table 23.43 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.43

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	7
Seminars, workshops and training events (number of days)	18	18	18	18

Proposed non-post resource requirements for 2021

Table 23.44

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	563.7	1 006.9	141.4	14.0	1 148.3
Consultants	156.7	235.7	(31.1)	(13.2)	204.6
Experts	33.0	–	–	–	–
Travel of staff	70.7	58.0	–	–	58.0
Contractual services	19.6	97.1	(47.1)	(48.5)	50.0
General operating expenses	8.5	–	–	–	–
Fellowships, grants and contributions	26.2	100.0	(4.3)	(4.3)	95.7
Total	878.4	1 497.7	58.9	3.9	1 556.6

- 23.150 The proposed regular budget resources for 2021 amount to \$1,556,600 and reflect an increase of \$58,900 compared with the appropriation for 2020. The increase is mainly owing to an increase in other staff costs (\$141,400), which reflects requirements to provide services to additional member States, offset in part by a decrease under consultants (\$31,100) and contractual services (\$47,100) reflecting the trend of low levels for these classes.

Subprogramme 5

Climate change, environment and natural resources management

Proposed programme plan for 2021

Increased innovation and entrepreneurship capacity of member States in emerging technologies

- 23.151 Emerging technologies are transforming every aspect of society, creating new opportunities (e.g., digitization of different business processes) and challenges (e.g., exacerbating inequalities). There are growing concerns that African countries are not equipping their people, especially youth, with the skills and competencies needed to harness the opportunities offered by emerging technologies and for future work. For instance, Africa accounts for less than 1 per cent of global Internet traffic, blockchain patents, digital platforms and digital services and trade, among other things. In addition, concerns with regard to big data and its usage and protection have focused on human-generated data. In a world with an “Internet of things”, more data will be generated by connected items than by people. Making sense of such large volumes of data (e.g., weather, health, safety, finance, etc.), will depend largely on artificial intelligence and machine learning. Artificial intelligence and robotics underpin the fourth industrial revolution and open up new ways of offering health care – from virtual assistants to the delivery of key services.
- 23.152 The subprogramme seeks to build the capacity of member States to empower youth with innovation and entrepreneurship skills and the technical expertise needed to harness new and emerging technology. Building on the successes of the “Engineering expertise to improve health outcomes in Africa” pilot project, this effort will focus on building capacity in artificial intelligence and robotics, with health and transport serving as entry points. The skills learned can be applied to manufacturing, agriculture and transportation, among other things. The project consist of three main components: (a) generic curricula and modules to support interested institutions in quickly developing artificial

intelligence and robotics programmes for undergraduate and graduate programmes; (b) international design schools, international design competitions and open source learning and research platforms to advance the technological and entrepreneurial capabilities of students and researchers (e.g., coding, 3D printing, etc.); and (c) networks of universities, firms, research institutions, development agencies and policymakers, and their partners at home and abroad, to spur sustainable research and innovation ecosystems.

Internal challenge and response

- 23.153 The challenge for the subprogramme was the lack of readily available expertise to meet the increase in demand from member States to provide technical advisory services on science, technology and innovation specific to artificial intelligence and robotics, which is beyond the capacity of the subprogramme. In response, the subprogramme will develop a joint project with the African Institute for Economic Development and Planning on science technology and innovation to meet the demands of member States.

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

- 23.154 This work is expected to contribute to strengthening the capacity of member States to harness new technologies and innovation, which would be demonstrated by three universities offering artificial intelligence and robotics courses. While the direct expected results are an increase in the number of universities offering artificial intelligence and robotics courses and encouraging the equal participation of young women in Bachelor of Science programmes, and an increase in the overall number of students enrolled, the development of national and regional research and innovation ecosystems will be the ultimate expected result. This is expected to ensure organic growth past the pilot stage, encourage policy developments and the integration of a gender perspective and foster partnerships, as well as promote the funding of innovative ideas.

Table 23.45
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	N/A	6 universities in 6 countries develop curricula and learning platforms offering artificial intelligence and robotics	At least 3 universities in 3 countries offer artificial intelligence and robotics in Bachelor of Science programmes

Abbreviation: N/A, not applicable.

Deliverables

- 23.155 Table 23.46 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.46

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	16	25	25
Seminars, workshops and training events (number of days)	30	30	50	50

Proposed non-post resource requirements for 2021

Table 23.47

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	482.5	447.4	30.1	6.7	477.5
Consultants	91.1	361.0	(79.7)	(22.1)	281.3
Experts	0.9	–	–	–	–
Travel of staff	207.7	132.3	–	–	132.3
Contractual services	33.7	48.1	–	–	48.1
General operating expenses	27.0	–	–	–	–
Furniture and equipment	–	–	–	–	–
Fellowships, grants and contributions	286.6	644.3	–	–	644.3
Total	1 129.5	1 633.1	(49.6)	(3.0)	1 583.5

- 23.156 The proposed regular budget resources for 2021 amount to \$1,583,500 and reflect a decrease of \$49,600 compared with the appropriation for 2020. The decrease under consultants (\$79,700) is owing to reduced reliance on consultants, offset in part by an increase under other staff costs reflecting the level of staffing resources needed to meet the anticipated level of requests from member States.

Subprogramme 6

Gender equality and women's empowerment

Subprogramme 9

Poverty, inequality and social policy

Proposed programme plan for 2021

Improved policy capacities to boost employment and entrepreneurship for women and youth, especially in urban settings

- 23.157 The subprogrammes have been supporting member States in eradicating extreme poverty and reducing inequality through improved policies and strategies for social investments and productive urban job creation. The share of population in extreme food insecurity and income poverty has decreased since 2002. However, despite relatively high economic growth in the region in recent

years, the absolute number of people in poverty has increased, while consumption inequality appears to have remained broadly unchanged. Contributing challenges to reducing poverty and inequality have been: (a) a lack of economic diversification; (b) low growth in agriculture, where the bulk of the poor are located; (c) few opportunities for productive employment, especially for young people; (d) human capital deficits; (e) gaps in gender equality and women's economic empowerment; and (f) high initial levels of inequality. As a result, with regard to achieving gender equality and women's empowerment, for example, the pace of progress in the region has been slow and large disparities remain across and within subregions, as shown in the 25-year review of the implementation of the Beijing Declaration and Platform for Action.

- 23.158 The combined subprogrammes' plans for 2021 entail technical advisory services and workshops to support member States in integrating policies and strategies to boost employment and entrepreneurship for women and youth, especially in urban settings. The plans are based on direct requests made by ECA member States. For example, the subprogrammes have received requests from Benin and the Niger, through the ECA Subregional Office for West Africa, for technical advisory services and inclusion in the ongoing Development Account project on harnessing demographic dividends. In addition, ECA has received requests from Mauritania and the Sudan on women's employment and entrepreneurship through the Subregional Office for North Africa. Furthermore, during a session of the Committee on Social Policy, Poverty and Gender, Somalia requested technical advisory services from ECA to support mainstreaming gender into their national policies, through an extension of the Commission's African Gender and Development Index.
- 23.159 To contribute to eradicating extreme poverty and reducing inequality, the subprogrammes are currently finalizing the Women's Entrepreneurship Report 2019, on the theme "Education and finance for productive entrepreneurship", based on a rigorous analysis of recent data made available to ECA by the Global Entrepreneurship Monitor consortium and focused on Egypt and South Africa. "Demographic dividend with a gender dimension" is a Development Account project being implemented in partnership with ESCAP. One key result was the adoption of a gender and demographic dividend index by member States to monitor their progress on achieving the twin goals of harnessing the demographic dividend and achieving gender equality.

Internal challenge and response

- 23.160 The challenge for the subprogrammes was to fully utilize their existing capacity to respond quickly to a growing number of requests by member States for technical support. In response, the subprogrammes will build and leverage partnerships with a wide range of institutions, namely the African Union Commission, United Nations agencies, government institutions, intergovernmental organizations, private sector and civil society organizations, bilateral and multilateral institutions, financial institutions, technical research institutions and academia, which has proven to be essential to addressing such challenges.

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

- 23.161 This work is expected to contribute towards improving member States' policies and strategies to eradicate extreme poverty and reduce inequality by empowering women, girls and youth through social investments and productive urban job creation, which would be demonstrated by at least two countries developing gender and demographic dividend national strategies, including provisions on employment and entrepreneurship for women and youth.

Table 23.48
Performance measure

2017	2018	2019	2020	2021
N/A	Development of report entitled “Women’s Entrepreneurship Report: Education and finance for productive entrepreneurship”	9 knowledge products developed on better monitoring of social investments and social protection	100 surveyed policymakers reporting an increase in capacity to integrate policies to boost entrepreneurship and employment opportunities for women and youth in urban settings	2 countries develop national strategies and plans on gender and the demographic dividend, including provisions on employment and entrepreneurship for women and youth

Abbreviation: N/A, not applicable.

Deliverables

23.162 Table 23.49 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.49
Subprogrammes 6 and 9: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	18	6	4
Seminars, workshops and training events (number of days)	25	6	35	12

Proposed non-post resource requirements for 2021

Table 23.50
Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	–	–	–	–	–
Consultants	51.2	235.7	–	–	235.7
Experts	231.1	–	–	–	–
Travel of staff	60.3	31.4	–	–	31.4
Contractual services	16.4	50.0	–	–	50.0
General operating expenses	2.1	–	–	–	–
Fellowships, grants and contributions	4.7	180.0	–	–	180.0
Total	365.8	497.1	–	–	497.1

- 23.163 The proposed regular budget resources for 2021 amount to \$497,100 and reflect no change in the resource level compared with the appropriation for 2020.

2. Economic and social development in Asia and the Pacific

- 23.164 The activities in this area are implemented by ESCAP. During 2021, 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 countries and, in particular, the least developed countries, landlocked developing countries and small island developing States, of ESCAP. Tailored support will be also provided to least developed countries for their graduation and post-graduation adjustments and in identifying new priorities for policymaking. Guided by the priorities identified in globally and regionally agreed development 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; transport; technology transfer; the sustainable management of natural resources; sustainable urban development; ICT and disaster risk reduction and resilience; social development; statistics; and energy.
- 23.165 ESCAP will also liaise and coordinate with Resident Coordinators and United Nations country teams for the effective implementation of activities and to facilitate the provision of integrated and coherent policy guidance and development solutions at the national level.
- 23.166 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, including through South-South cooperation.

Subprogramme 1

Macroeconomic policy, poverty reduction and financing for development

Proposed programme plan for 2021

Strengthened capacity of member States to identify and implement policies to transform their economies in a manner that is consistent with the ambitions of the 2030 Agenda for Sustainable Development

- 23.167 There are tremendous opportunities for countries in Asia and the Pacific to enhance their capacities to use innovative approaches to boost climate finance and address the knowledge gap within and between countries. In particular, there is a need to explore the digital frontier to develop innovative green financing solutions and financial technology to enable sustainable green projects and investments. This would include asset-backed securitization and leveraging blockchain technology and other digital finance innovation techniques to create self-reliant, inclusive, sustainable and digital economies. This, in turn, will help strengthen the capacities of the member States of ESCAP and associated member States to deploy and harness the benefits of various technologies for promoting green investment and climate-resilient projects in line with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the Secretary-General's road map for financing the 2030 Agenda for Sustainable Development.
- 23.168 ESCAP will seek to strengthen the capacity of Governments and regulatory authorities, while working with the financial services industries in selected countries to develop policies and guidelines that promote the use of digital financing and support private sector investments in climate change

mitigation and adaptation projects. Capacity-building activities will include: (a) regional workshops to exchange experience and best practices in enabling policy environment to support digital green financing strategies; and (b) national workshops/stakeholder consultations on innovative digital climate finance mechanisms with Governments, financial institutions and related private sector/technology companies in the selected countries.

Internal challenge and response

- 23.169 The challenge for the subprogramme was to go beyond traditional economic and financial policies to keep pace with the needs of the transforming economies and to adapt digital technology in financing sustainable and climate-resilient investment in line with the ambitions of the 2030 Agenda. During this transformation, new policy trade-offs will inevitably emerge and need to be analysed before implementation. Similarly, a revisit of the financial system landscape, including rules and regulations, will be needed to accommodate the development of green digital financing.
- 23.170 In response, the subprogramme will broaden the scope of its technical assistance provided to member States to develop policy-relevant products and services that can facilitate and advocate for the transformation of economies towards innovative approaches to achieve the ambitions of the 2030 Agenda. In addition to the current economic policies and financing strategies, there is a need to push forward the creation of a new financial system that could improve efficiency, liquidity and access to financial services, while providing traditional players with the opportunity to participate in this innovative approach.

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

- 23.171 This work is expected to contribute to strengthening the capacity of member States to identify and implement policies to mainstream digital finance for green investment, which would be demonstrated by member States identifying, formulating and implementing policies in line with the Addis Ababa Action Agenda to achieve the 2030 Agenda for Sustainable Development. ESCAP intends to adopt this innovative approach to accelerate finance for sustainable and inclusive development by advocating for and facilitating better access to finance through new financial technology.

Table 23.51
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Improved awareness and capacity of member States to implement policies in support of internationally agreed development goals, as measured by the percentage of surveyed participants in projects of the subprogramme reporting increased policy knowledge and skills (target of 85 per cent)	Improved capacity of member States and stakeholders in strengthening the financial means for transitioning towards sustainable and inclusive economies, including through bond and capital market development, as measured by the percentage of surveyed participants reporting increased policy knowledge and skills (target of 85 per cent)	Improved capacity of member States and stakeholders in strengthening the financial means for transitioning towards sustainable and inclusive economies, including through climate finance and capital market development, as measured by the percentage of surveyed participants reporting increased policy knowledge and skills (target of 85 per cent)

Abbreviation: N/A, not applicable.

Deliverables

23.172 Table 23.52 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.52
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	2
Seminars, workshops and training events (number of days)	13	15	12	6 ^a
C. Advisory services				

^a In line with the changes to the proposed programme budget of ESCAP for 2021, the work of ESCAP with countries in special situations would be consolidated across the organization and therefore not be under the purview of a single subprogramme, leading to a reduced number of days of seminars, workshops and training events under subprogramme 1.

Proposed non-post resource requirements for 2021

Table 23.53

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	72.7	51.2	17.5	34.2	68.7
Travel of staff	32.8	30.6	10.7	35.0	41.3
Contractual services	13.2	4.2	1.3	31.0	5.5
General operating expenses	16.3	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	135.2	113.6	23.9	21.0	137.5
Total	270.2	217.8	57.2	26.3	275.0

- 23.173 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultants, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 2 Trade, investment and innovation

Proposed programme plan for 2021

Increased policymaking capacity on trade, investment and innovation for sustainable development of least developed countries

- 23.174 In 2021, the subprogramme will continue ongoing efforts to build the capacity of member States to design, adapt and implement policies on trade, investment, technology, innovation and enterprise development that support sustainable development, in particular in least developed and landlocked developing countries, including those in the process of graduation. Implemented through a combination of analytical and capacity-building work, the work of the subprogramme aims to provide robust input for evidence-based policymaking, delivering the necessary technical training and support to implement effective policies, build regional consensus on these issues and facilitate appropriate platforms for the sharing of knowledge on related policy experience and reform. It will strive to use innovative tools and online databases, such as the Trade Intelligence and Negotiation Adviser tool and the trade cost database, to inform policymaking while also increasing the impact, multiplier effect and long-term sustainability of capacity-building efforts.

Internal challenge and response

- 23.175 The challenge for the subprogramme was to deliver high-quality activities in a timely manner, provide tailored and more effective support to national counterparts and increase the reach of its limited amount of available expertise. In response, the subprogramme will focus on developing tools – such as the Trade Intelligence and Negotiation Adviser tool – that can be accessed online and

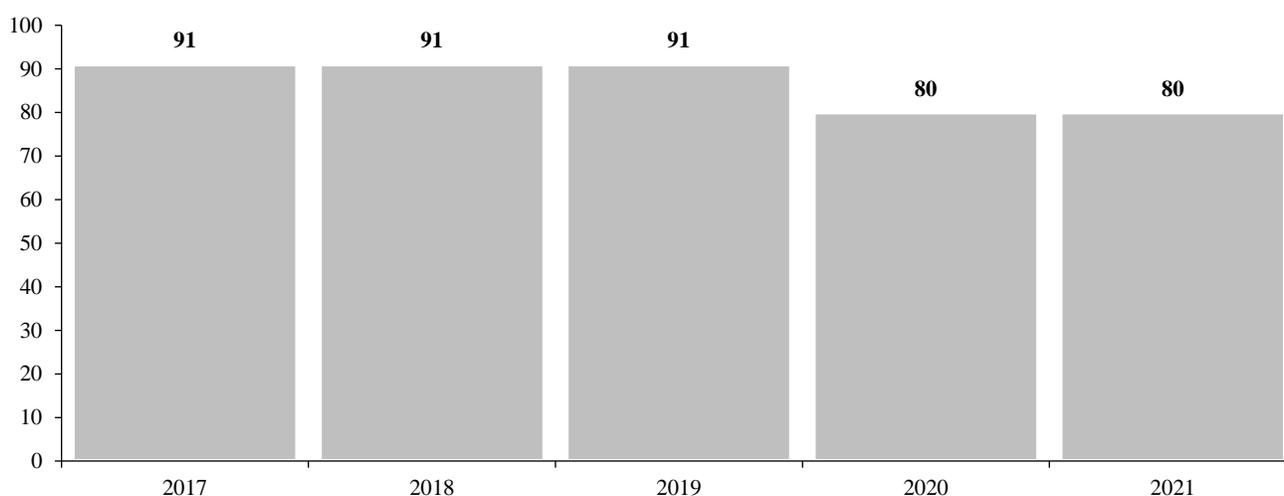
reach a greater number of policymakers, thus bringing a higher potential multiplier effect to its capacity-building efforts.

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

23.176 This work is expected to contribute to strengthening the capacity of member States to implement policies and programmes that more effectively harness the potential of trade, investment, innovation, technology and enterprise development for sustainable development and regional integration in Asia and the Pacific, which would be demonstrated by the broadened and deepened capacity of member States to advance trade, investment, innovation, technology and enterprise development for sustainable development, as indicated by participants in capacity-building workshops and related activities reporting that these activities have increased their awareness of and capacity to design and implement appropriate policies.

Figure 23.XXI

Performance measure: percentage of participants in capacity-building events indicating that their capacity to advance trade, investment, technology, innovation and enterprise development have increased



Deliverables

23.177 Table 23.54 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.54

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	7	1	4
Seminars, workshops and training events (number of days)	18	29	18	20
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.55

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	60.4	51.2	17.5	34.2	68.7
Travel of staff	18.9	30.6	10.7	35.0	41.3
Contractual services	(1.2)	4.2	1.3	31.0	5.5
General operating expenses	12.7	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	198.4	113.6	23.9	21.0	137.5
Total	289.2	217.8	57.2	26.3	275.0

- 23.178 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultancy and experts, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 3 Transport

Proposed programme plan for 2021

Enhanced sustainability of the transport sector in Asia and the Pacific

- 23.179 The subprogramme has been providing technical and capacity-building assistance to its member States in achieving sustainable transport connectivity, logistics and mobility in the Asia-Pacific region.
- 23.180 In this context, in 2019, the subprogramme conducted capacity-building activities, including eight workshops/meetings which benefited more than 200 policymakers from 26 countries, to enhance their technical capacities in the following areas: the implementation of the Intergovernmental Agreement on International Road Transport along the Asian Highway Network, the implementation of the ESCAP framework on the development of dry ports, operational transport connectivity, the application of new technologies in transport facilitation, the sustainability of urban mobility and the implementation of smart transport to mitigate greenhouse gas emissions from the transport sector.

Internal challenge and response

- 23.181 The challenge for the subprogramme was that, as the subprogramme responded to the requests of various countries for capacity-building assistance in 2019, the urgency and scale of challenges related to the sustainability of the transport sector in the Asia-Pacific region, such as decarbonization and green climate-adaptation and resilient transport, made the mainstreaming of a sustainable approach to transport an imperative for transport policies and regional cooperation. In response, the subprogramme will intensify its efforts in delivering capacity-building activities that focus on the sustainability of the transport sector as well as further enhance the awareness of policymakers of the

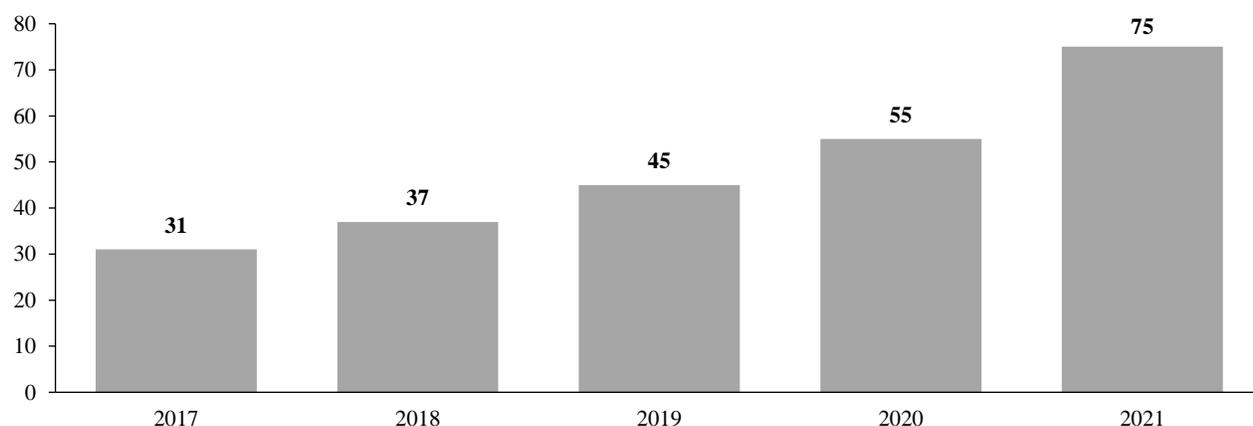
importance of the application of the sustainability concept to the formulation and implementation of national transport policies. The subprogramme plans to assist member States with identifying their respective priority needs, set forth future directions, taking into account various facets of sustainable and inclusive transport, and reflect such priorities accordingly in the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase II (2022–2026).

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

23.182 This work is expected to contribute to advancing regional sustainable transport connectivity, which would be demonstrated by an increased percentage of beneficiaries receiving capacity-building assistance that focuses on the sustainability of the transport sector and countries’ priority needs for sustainable transport development. The priority needs will be reflected in the Regional Action Programme for Sustainable Transport Connectivity in Asia and the Pacific, phase II (2022–2026), which sets forth the strategic directions of the region for the next five years and allows the secretariat to effectively provide necessary technical assistance to member States to support their progress towards regional sustainable transport connectivity.

Figure 23.XXII

Performance measure: percentage of beneficiaries receiving capacity-building assistance on topics related to sustainable transport development



Deliverables

23.183 Table 23.56 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.56

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	1	1	1
Seminars, workshops and training events (number of days)	18	14	18	18
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.57

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	65.0	51.2	17.5	34.2	68.7
Travel of staff	28.5	30.6	10.7	35.0	41.3
Contractual services	11.7	4.2	1.3	31.0	5.5
General operating expenses	10.0	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	97.2	113.6	23.9	21.0	137.5
Total	212.4	217.8	57.2	26.3	275.0

- 23.184 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultancy, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 4 Environment and development

Proposed programme plan for 2021

Further capacity-building to address key environmental concerns in the Asia-Pacific region in select priority areas

- 23.185 At recent sessions of the Commission, member States have requested the secretariat to provide support to capacity development and enhance regional dialogue with a focus on helping least developed countries and landlocked developing countries adapt to the adverse effects of climate change and related risks of natural disasters, including through support for expediting institutional reforms. In addition, at the seventy-fifth session of the Commission, member States adopted a resolution on strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific. The subprogramme will therefore continue to support capacity-building to address key environmental concerns, including the adverse environmental impacts of urbanization, issues of marine plastics, climate and air pollution, and biodiversity and natural resources. Ensuring that future cities in the Asia-Pacific region are inclusive and sustainable will require continued support and capacity-building for mayors and local officials. Policy approaches to accelerate activities related to waste management, climate and pollution will be mainstreamed with national Governments and local authorities, while actions on biodiversity targets and commitments on ocean health following the Conference of the Parties to the Convention on Biodiversity and the United Nations Conference to Support the Implementation of Sustainable Development Goal 14 will be supported (both conferences have been postponed owing to the COVID-19 pandemic, but may still take place in 2020 pending a final decision on the matter by the General Assembly and the bodies involved).

Internal challenge and response

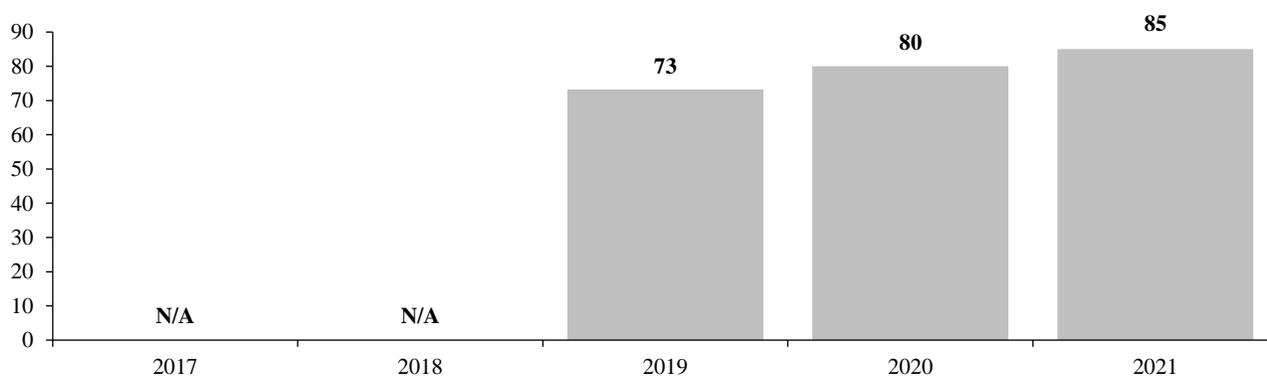
23.186 The challenge for the subprogramme was to address, in a timely manner, multiple requests covering a broad range of areas and to provide tailored and more effective support to national counterparts using its available expertise in areas related to accelerating progress on the 2030 Agenda for Sustainable Development. In response, the subprogramme will intensify its engagement with stakeholders and will leverage the use of existing knowledge products and partnerships to generate synergies and complementarities that better respond to the needs of member States.

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

23.187 This work is expected to contribute to reducing the negative impacts of growth on the natural environment and improving human well-being, which would be demonstrated by an increased number of participants and a broader range of stakeholders in new or strengthened coordination mechanisms for the implementation of the 2030 Agenda, and the number of initiatives taken at the national and city levels to better engage stakeholders in implementing environmental goals.

Figure 23.XXIII

Performance measure: annual number of participants in capacity-building events that support reporting by cities on progress and challenges in implementing the Sustainable Development Goals through voluntary local reviews



Abbreviation: N/A, not applicable.

Deliverables

23.188 Table 23.58 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.58

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	5	2	3
Seminars, workshops and training events (number of days)	16	50 ^a	16	25
C. Advisory services				

^a In its proposed programme plan for 2019, the subprogramme anticipated that it would deliver 16 days of seminars/workshops/training events. In implementing the programme of work, one of the events was significantly longer than average, at 12 days. Taken together, the subprogramme delivered 50 days of training.

Proposed non-post resource requirements for 2021

Table 23.59

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	0.3	151.5	(151.5)	(100)	–
Consultants	144.8	181.8	(113.1)	(62)	68.7
Experts	0.6	–	–	–	–
Travel of staff	98.2	125.1	(83.8)	(67)	41.3
Contractual services	34.3	12.0	(6.5)	(54)	5.5
General operating expenses	57.7	50.5	(28.5)	(56)	22.0
Supplies and materials	0.1	–	–	–	–
Fellowships, grants and contributions	229.3	404.0	(266.5)	(66)	137.5
Total	565.3	924.9	(649.9)	(54)	275.0

- 23.189 The proposed regular budget resources for 2021 amount to \$275,000 and reflect a decrease of \$649,900 compared with the appropriation for 2020. The decrease of \$649,900 (comprising decreases of \$151,500 in other staff costs, \$113,100 in consultancy and experts, \$83,800 in travel of staff, \$6,500 in contractual services, \$28,500 in general operating expenses and \$266,500 in fellowships, grants and contributions) proposed for 2021 reflects mainly the redistribution of resources provided across all subprogrammes for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews. Those resources, including those provided as part of the rapid response facility, were accounted for under this subprogramme in 2020 and earlier.

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

Proposed programme plan for 2021

Increased commitment to accelerating regional policy coordination for risk-informed, climate-resilient development

- 23.190 The subprogramme has been working on operationalizing the Asia-Pacific Disaster Resilience Network, which consists of the following work streams: (a) a multi-hazard early warning system; (b) data and statistics; (c) technology innovation and applications; and (d) knowledge for improved policymaking.
- 23.191 In response to requests expressed by member States during the sixth session of the Committee on Disaster Risk Reduction, the subprogramme will also focus on: (a) promoting the inclusion and empowerment of at-risk communities in disaster risk hotspots; (b) capitalizing on the existing multi-tier partnership networks to build regional cooperation for slow-onset disasters and floods; and (c) promoting solutions through the uptake of innovative technology applications. In 2021, the subprogramme will prioritize its efforts to scale up new tools and approaches that address specific subregional needs identified in the *Asia-Pacific Disaster Report 2019*: (a) transboundary floods in

South Asia; (b) droughts in South-East Asia; (c) climate-resilient infrastructure in North and Central Asia; and (d) climate resilience in the Pacific.

Internal challenge and response

23.192 The challenge for the subprogramme was the insufficient focus on supporting the development of regional cooperation mechanisms for slow-onset disasters and transboundary flood forecasting and early warning in the region’s critical river basins. This was primarily owing to the absence of analytical work to quantify the costs and benefits of regional cooperation and assess the advantages of new innovations in technology and modelling. In response, the subprogramme will shift its focus to address these unmet needs related to slow-onset disasters and flood forecasting by operationalizing the Asia-Pacific Disaster Resilience Network.

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

23.193 This work is expected to contribute towards strengthening information and communications technology, space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific through regional cooperation and the sharing of best practices, which would be demonstrated by countries joining additional initiatives under the Asia-Pacific Disaster Resilience Network, such as regional cooperation mechanisms, projects and programmes in the subprogramme’s areas of work.

Table 23.60
Performance measure

2017	2018	2019	2020	2021
Countries recognized the Asia-Pacific Disaster Resilience Network as a way to promote greater coherence across the implementation of global development frameworks	Countries were consulted on the plan to operationalize the Asia-Pacific Disaster Resilience Network	Countries supported the operationalization of the Asia-Pacific Disaster Resilience Network, including the priority attached to floods and droughts	Countries participate in meetings and workshops to facilitate an additional regional cooperation initiative under the Asia-Pacific Disaster Resilience Network	Countries join additional initiatives under the Asia-Pacific Disaster Resilience Network

Deliverables

23.194 Table 23.61 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.61
Subprogramme 5: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	7	2	3
Seminars, workshops and training events (number of days)	18	25	18	18
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.62

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	184.3	–	–	–	–
Consultants	83.2	51.2	17.5	34.2	68.7
Travel of staff	38.7	30.6	10.7	35.0	41.3
Contractual services	63.3	4.2	1.3	31.0	5.5
General operating expenses	25.9	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	163.4	113.6	23.9	21.0	137.5
Total	558.8	217.8	57.2	26.3	275.0

- 23.195 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultancy and experts, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 6 Social development

Proposed programme plan for 2021

Effective implementation of policies to protect the rights of persons with disabilities

- 23.196 Starting in 2019 and continuing in 2020 and 2021, the subprogramme is focusing on the capacity development of ESCAP member States in order to aid them in developing and implementing more effective national policies to empower and protect the rights of vulnerable groups, including women, persons with disabilities and older persons.
- 23.197 Towards this end, the secretariat is undertaking a series of capacity-building activities through workshops, training sessions and advisory missions. A number of tools have been developed to determine the populations left furthest behind, and to help countries assess the progress made against regional and global frameworks, including the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific and the Madrid International Plan of Action on Ageing.

Internal challenge and response

- 23.198 The challenge for the subprogramme was its limited access to quality, disaggregated and timely data on a number of areas covered by the Incheon Strategy. In addition, as the definition, classification and assessment of disability varies across countries in the region, much of the disability data are not comparable across the Asia-Pacific region. In response, the subprogramme will develop a capacity-building road map to enhance the capacity of member States to assess progress on a range of goals, targets and indicators related to persons with disabilities. This will enhance national capacities for

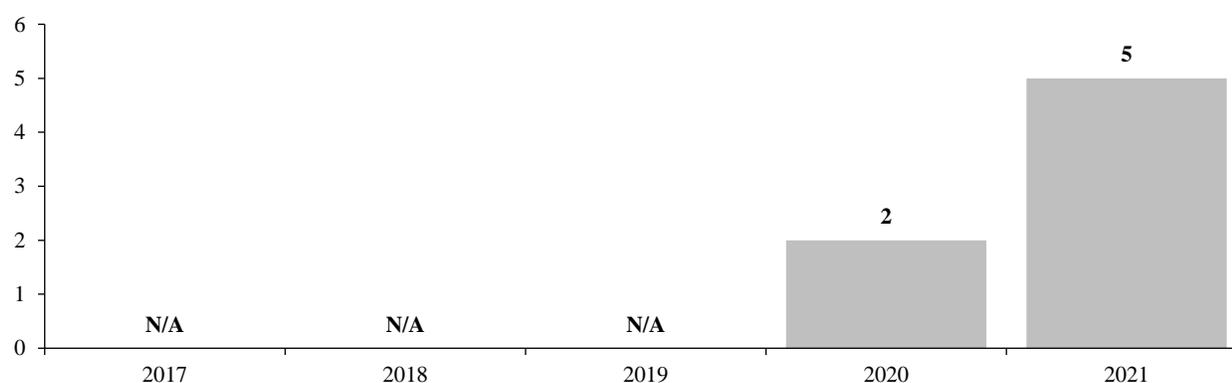
the implementation, follow-up and review of policies and programmes related to the Incheon Strategy and the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy. It will also facilitate reporting by member States on progress made at the end of the Asian and Pacific Decade of Persons with Disabilities in 2022.

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

- 23.199 The work is expected to contribute to the enhanced capacity of member States to realize inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific, which would be demonstrated by five countries indicating enhanced capacity to implement policies and report on all goals of the Incheon Strategy.

Figure 23.XXIV

Performance measure: number of countries indicating enhanced capacity to implement policies and report on all goals of the Incheon Strategy



Abbreviation: N/A, not applicable.

Deliverables

- 23.200 Table 23.63 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.63

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	9	16	9	9
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.64

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	64.3	51.2	17.5	34.2	68.7
Travel of staff	28.5	30.6	10.7	35.0	41.3
Contractual services	15.6	4.2	1.3	31.0	5.5
General operating expenses	5.7	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	91.7	113.6	23.9	21.0	137.5
Total	205.8	217.8	57.2	26.3	275.0

- 23.201 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultants, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 7 Statistics

Proposed programme plan for 2021

Strengthening national statistical systems of the region

- 23.202 To improve the availability, accessibility and use of quality data and official statistics in support of sustainable development, the subprogramme focuses on strengthening national statistical systems in Asia and the Pacific. In this regard, in 2015, at its fourth session, the Committee on Statistics formulated a collective vision and framework of action for the region. In 2018, the Asia-Pacific statistical community stepped up and adopted a whole-of-government approach for transforming national statistical systems in the region into stronger bodies through a Declaration on Navigating Policy with Data to Leave No One Behind. The Declaration was endorsed by the Commission at its seventy-fifth session in its resolution 75/9.
- 23.203 To support the transformation of national statistical systems in the region, ESCAP has had, as an example, a Regional Adviser on Official Statistics for the 2030 Agenda since February 2019 who, in consultation with United Nations country teams, has provided support on data and statistics for the Sustainable Development Goals to ESCAP member States, including Bangladesh, Brunei Darussalam, the Democratic People's Republic of Korea, Malaysia, Papua New Guinea and Thailand.

Internal challenge and response

- 23.204 The challenge for the subprogramme was to function as a catalyst that facilitates the improved functioning of national statistical systems as whole-of-government systems. In response, the subprogramme will further focus on working closely with the Resident Coordinators and United

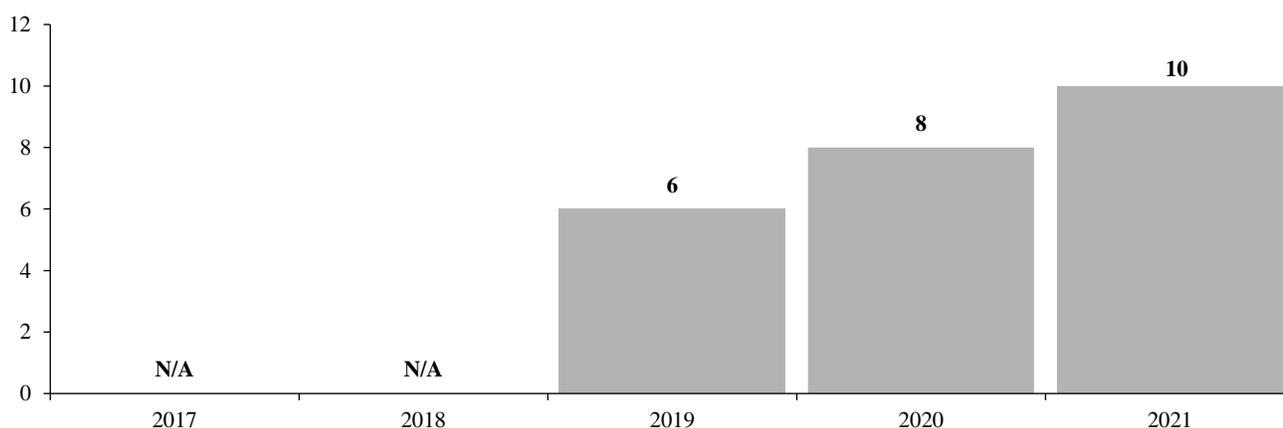
Nations country teams on institutional strengthening across national statistical systems. The subprogramme will support national chief statisticians in their role as coordinators of national statistical systems, developing and deploying regional knowledge and experience, sharing opportunities and reaching out to development partners with the expertise and experience needed to achieve the desired outcomes.

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

- 23.205 This work is expected to contribute to improving the availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific, which would be demonstrated by advisory services to 10 member States on strengthening national statistical system in support of the implementation of the 2030 Agenda and the Sustainable Development Goals.

Figure 23.XXV

Performance measure: number of member States in the region receiving advisory services on official statistics for the 2030 Agenda for Sustainable Development



Abbreviation: N/A, not applicable.

Deliverables

- 23.206 Table 23.65 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.65

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	3	1	1
Seminars, workshops and training events (number of days)	12	15	12	12
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.66

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	328.6	556.0	(6.0)	(1.1)	550.0
Consultants	134.6	51.2	17.5	(34.2)	68.7
Experts	6.5	–	–	–	–
Travel of staff	34.7	30.6	10.7	35.0	41.3
Contractual services	0.8	4.2	1.3	31.0	5.5
General operating expenses	0.0	18.2	3.8	20.9	22.0
Supplies and materials	0.4	–	–	–	–
Furniture and equipment	1.7	–	–	–	–
Fellowships, grants and contributions	85.4	113.6	23.9	21.0	137.5
Total	592.7	773.8	51.2	6.6	825.0

23.207 The proposed regular budget resources for 2021 amount to \$825,000 and reflect an increase of \$51,200 compared with the appropriation for 2020. The increase of \$51,200 (comprising increases of \$17,500 in consultancy, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions, offset in part by a decrease under other staff costs of \$6,000) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 8 Subregional activities for development

Component 1 Subregional activities for development in the Pacific

Proposed programme plan for 2021

Ocean accounts for sustainable ocean management

23.208 The theme for the Commission in 2020 is on sustainable ocean management. To contribute to the strengthening of regional cooperation and integration for sustainable ocean management, the component will provide support in the area of ocean accounts using the System of Environmental-Economic Accounting and data standards under the Global Ocean Accounts Partnership, which is expected to result in improved data availability for better evidence-based policymaking in oceans management.

23.209 Although information exists on the ocean and its resources, Pacific member States have a relatively low capacity to access and apply this information to their policy decisions despite their dire need, and the information is fragmented among numerous institutions nationally, regionally and internationally. There is no standard approach for integrating diverse data on the ocean and no forum

for the regional exchange of information and best practices on integrated ocean statistics, planning and policies.

Internal challenge and response

- 23.210 The challenge for the component was related to the enhancement of its coordination with partners for a more holistic approach that leverages synergies and complementarities among the different stakeholders. Environment statistics in general remain underproduced and dissemination is limited at both the national and subregional levels. In response, the component will seek closer collaboration with the subregional organizations working on oceans issues, such as the Pacific Community (data, fisheries and maritime transport) and the secretariat of the Pacific Regional Environment Programme (environment data, marine pollution including plastics) including through close involvement in subregional and national activities. The component will also liaise with the Global Ocean Accounts Partnership and the ESCAP Statistics Division to mobilize expertise and leverage resources.

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

- 23.211 This work of the component is expected to contribute to strengthening regional and subregional cooperation and integration for sustainable ocean management, which would be demonstrated by an integrated ecosystem of oceans data in the Pacific that integrates ESCAP work on the System of Environmental-Economic Accounting with those of the subregional organizations (the Pacific Community and the secretariat of the Pacific Regional Environment Programme) on oceans and environment data. The members will benefit from having more understanding of integrated oceans data and use through the sharing of information and experience.

Table 23.67
Performance measure

2017	2018	2019	2020	2021
Publication of the second set of water accounts by Samoa	System of Environmental-Economic Accounting accounts developed in 4 Pacific countries (Fiji, Micronesia (Federated States of), Palau and Samoa) and diagnostic readiness assessments prepared in 5 Pacific countries (Fiji, Micronesia (Federated States of), Palau, Samoa and Vanuatu)	Global Ocean Accounts Partnership established. A pilot study on a selected component of ocean accounting commenced in Samoa	Expand and complete pilot study in Samoa. Support the completion of a guidance methodology on ocean accounting through the Global Ocean Accounts Partnership. Take stock of ocean data support initiatives	Selected ocean and environmental data using the System of Environmental-Economic Accounting framework is further produced in selected countries. Ocean accounting guidance is applied in at least 1 country

Deliverables

- 23.212 Table 23.68 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.68

Subprogramme 8 (component 1): deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	1	1
Seminars, workshops and training events (number of days)	7	3	1	2
C. Advisory services				

Component 2**Subregional activities for development in East and North-East Asia****Proposed programme plan for 2021****Building the capacity of East and North-East Asian countries to utilize science, technology and innovation policies for inclusive and resilient societies**

- 23.213 To contribute to regional cooperation and integration for leveraging subregional strengths in science, technology and innovation to promote inclusive and resilient societies, the component plans to facilitate subregional cooperation on science, technology and innovation policies and support stakeholders in developing such policies and programmes for gender equality and inclusion in the technology industry, for ageing societies and for disaster resilience. This work is expected to result in enhanced knowledge-sharing on and use of those policies in building inclusive and resilient societies in the subregion.
- 23.214 Past results in this area include capacity-building on science, technology and innovation policies and knowledge-sharing on technology for ageing, and enhanced monitoring of droughts in Mongolia that served as a showcase for wider application in other member States with support from ESCAP.

Internal challenge and response

- 23.215 The challenge for the component was to tailor its activities to meet the expectations of different target groups who have various needs in terms of science, technology and innovation policies for sustainable development and the use of frontier technologies. In response, the component will strengthen its stocktaking of the current situations in target countries and, if necessary, carry out separate and specific capacity-building work.

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

- 23.216 This work is expected to contribute to strengthening regional cooperation and integration for sustainable development in line with the subregional priorities of East and North-East Asia, including sustainable connectivity, environmental sustainability and leveraging innovation for inclusive and resilient societies, which would be demonstrated by enhanced capacities of member States to cooperate on utilizing science, technology and innovation for building inclusive and resilient societies, including joint publication of knowledge products and survey results showing enhanced capacities to utilize science, technology and innovation for building inclusive and resilient societies.

Table 23.69
Performance measure

2017	2018	2019	2020	2021
N/A	Launch of: (a) Asia-Pacific Research and Training Network on Science, Technology and Innovation Policy; (b) research on science, technology and innovation policies for sustainable development in China, Japan and the Republic of Korea	Expert group meeting on science, technology and innovation policies for sustainable development in the fourth industrial revolution and training workshop on utilizing the Asia-Pacific Research and Training Network on Science, Technology and Innovation Policy and the research carried out in 2018	Adoption of procedures/mechanisms supporting commencement of prioritized projects under the economic corridor programme for China, Mongolia and the Russian Federation	Survey results showing enhanced capacity to utilize science, technology and innovation for building inclusive and resilient societies

Abbreviation: N/A, not applicable.

Deliverables

23.217 Table 23.70 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.70
Subprogramme 8 (component 2): deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	4	2	2

Component 3 Subregional activities for development in North and Central Asia

Proposed programme plan for 2021

Acceleration framework to identify key drivers for the Sustainable Development Goals in North and Central Asia

23.218 Recognizing the urgent need to accelerate action on all levels and by all stakeholders while gearing up for a decade of action and delivery of sustainable development, the component would continue to assist member States in North and Central Asia in their implementation of the Sustainable Development Goals through the identification of key drivers that could accelerate progress on the Goals.

Section 23 Regular programme of technical cooperation

Internal challenge and response

- 23.219 The challenge for the component was to reflect a holistic view that encompasses the three dimensions of sustainable development in its analysis of the progress on economic development and the Sustainable Development Goals. In response, the component will intensify its consultations with relevant subprogrammes in ESCAP, such as subprogramme 4, Environment and development, and subprogramme 6, Social development, in its analytical work, activities and events.

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

- 23.220 This work is expected to contribute to strengthening regional cooperation and integration for sustainable development, in line with the subregional priorities, which would be demonstrated by the identification of key drivers and accelerators that are complementary for countries in North and Central Asia and which could accelerate the implementation of the Sustainable Development Goals in the region.

Table 23.71

Performance measure

2017	2018	2019	2020	2021
Review of new approaches to promote innovation through regional cooperation to achieve the Sustainable Development Goals	Reaffirmation of ownership of the United Nations Special Programme for the Economies of Central Asia by member States	Adoption of Ashgabat initiative recognizing the role of trade and transport in achieving the Sustainable Development Goals	Member States strengthen regional cooperation to achieve sustainable economic transformation	Key drivers for accelerated implementation of the Sustainable Development Goals are identified for countries in North and Central Asia

Deliverables

- 23.221 Table 23.72 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.72

Subprogramme 8 (component 3): deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	5	5
C. Advisory services				

Component 4

Subregional activities for development in South and South-West Asia

Proposed programme plan for 2021

Enhanced capacity of South Asian least developed countries to accelerate the implementation of the 2030 Agenda for Sustainable Development and sustainable graduation from least-developed-country status

- 23.222 To contribute to the achievement of the Sustainable Development Goal and the sustainable graduation of South Asian least developed countries, the component will collaborate with the relevant agencies of the member States, their think tanks and other ESCAP subprogrammes to build on the work undertaken in 2019 and 2020 to enhance countries' institutional capacity for policy analysis, and to take appropriate policy actions. This is expected to result in enhanced capacities of South Asian least developed countries to accelerate the implementation of the Goals and transition to sustainable graduation by 2024. Countries will be equipped with tools that could help accelerate the Goals and address sustainable graduation challenges, including the mitigation of any disruptions to their access to preferential markets and concessional financing and the adoption of policies that would minimize the risk of falling back into least-developed-country status. Analytical work, advisory services and tailored capacity-building activities will be pursued to help policymakers identify issues and challenges pertaining to the acceleration of the implementation of the Goals, identify emerging issues related to sustainable graduation challenges and share experiences, policy concerns, lessons and strategies to mitigate the challenges related to accelerating the implementation of the Goals and sustainable graduation.
- 23.223 To enhance access to clean and affordable energy for all in South Asian countries, the component will collaborate with the Energy Division. Priority will be given to ensuring the reliability of energy by promoting energy connectivity in Bhutan, Bangladesh, India and Nepal. In particular, the component will work on the financing of the clean energy transition in South Asia. The component will support Bhutan and Nepal in promoting access to renewable energy and increasing their exports of hydropower through power grid connectivity with neighbouring countries and beyond.
- 23.224 To strengthen transport connectivity in the subregion, the component will work closely with the Transport Division to support its member States in developing integrated intermodal transport systems and taking advantage of the higher fuel efficiency and lower emissions of rail and road transport, including through follow-up to the work undertaken earlier as part of the ninth tranche of the Development Account project on transport connectivity in the subregion.
- 23.225 The component will work with the Information and Communications Technology and Disaster Risk Reduction Division to enhance resilience to climate change and disasters in the subregion by organizing activities that advance the exchange of experiences. Upon request from its member States, tailored technical advice to develop policies that mitigate climate change-related challenges and promote regional cooperation will be provided to address the adverse impacts of climate change, including those related to extreme weather events, flooding and droughts and tropical cyclones.
- 23.226 The component will continue to work on women's economic empowerment and gender equality and organize tailored capacity-building activities in these and other areas that will equip think tanks in Afghanistan and Bhutan with the ability to conduct evidence-based policy research to feed into the policymaking process, including by exposing government officials to other think tanks based in South Asia to gain first-hand experience, as well as providing advice upon request.
- 23.227 The component will work closely with the United Nations country teams in the subregion for the development of common country assessments and United Nations Sustainable Development Cooperation Frameworks.

Internal challenge and response

23.228 The challenge for the component was to sustain the coordination of assistance to least developed countries over a prolonged period of time, which helps address sustainable graduation challenges and contributes to a smooth graduation process. In response, the component will expand its network of partners with relevant stakeholders and will intensify its cooperation with countries with special needs for more sustained support during graduation.

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

23.229 This work is expected to contribute to strengthening the capacity of South Asian least developed countries to accelerate the implementation of the Sustainable Development Goals and sustainably graduate from least-developed-country status, which would be demonstrated by the enhanced capacity of targeted member States to analyse key challenges and take policy actions to leverage regional cooperation, including by sharing good practices towards the successful implementation of the Goals and the sustainable graduation of least developed countries.

Table 23.73
Performance measure

2017	2018	2019	2020	2021
Bhutan and Nepal continued to be on track in accelerating implementation of the Sustainable Development Goals and graduating from least-developed-country status, after having met the criteria and qualifying for graduation for the first time in the triennial review of 2015	Bhutan and Nepal qualified for graduation a second time, while Bangladesh met all 3 criteria for graduation for the first time in the triennial review of 2018 and made progress in accelerating achievement of the Sustainable Development Goals	Bangladesh, Bhutan, and Nepal identify key challenges, use policy analysis and take policy actions that accelerate achievement of Sustainable Development Goals and the transition towards sustainable graduation	Bangladesh, Bhutan, and Nepal accelerate Sustainable Development Goal achievements towards a smooth and sustainable graduation	Bangladesh meets the criteria for graduation in the 2021 triennial review and, together with Bhutan and Nepal, is equipped with better understanding of imminent challenges and has enhanced capacity to adopt policy strategies in the transition period to mitigate challenges to a sustained and smooth graduation

Deliverables

23.230 Table 23.74 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.74
Subprogramme 8 (component 4): deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	9	9	9
C. Advisory services				

Component 5

Subregional activities for development in South-East Asia

Proposed programme plan for 2021

Strengthened cooperation and relations between the Association of Southeast Asian Nations and the Commission to accelerate implementation of the 2030 Agenda for Sustainable Development in the South-East Asian subregion

- 23.231 Activities planned for 2021 mainly focus on deepening the cooperation between the Association of Southeast Asian Nations (ASEAN) and the United Nations. The component will strengthen assistance for countries in their implementation of the 2030 Agenda for Sustainable Development and support the implementation of the road map on complementarities between the ASEAN Community Vision 2025 and the 2030 Agenda adopted in 2019 and a second ASEAN-United Nations plan of action for a comprehensive partnership for 2021–2025. Efforts will be directed towards ensuring the successful implementation of activities and initiatives in the plan of action and road map while strengthening relations with the ASEAN secretariat, ASEAN sectoral bodies and committees and the Committee of Permanent Representatives to ASEAN. Enhanced engagements with the ASEAN Dialogue and external partners will be pursued to complement the Commission's expertise and broaden the scope of the assistance to ASEAN. The ASEAN Chair, which rotates annually in alphabetical order among the member countries, will be tasked with setting the priorities for each year and ensuring the successful achievement of the related tasks. ESCAP will provide support to the ASEAN Chair throughout the chairmanship, with technical assistance provided upon request.
- 23.232 ESCAP will also support knowledge-sharing among South-East Asian countries and with other subregions. As ASEAN is one of the more successful subregional organizations, an event will be organized to showcase the ASEAN modality of cooperation in South-East Asia to other subregions in Asia and the Pacific. The objective of the activity is to share best practices with regard to implementing regional cooperation programmes and forming networks with officials from other subregional groupings, such as the South Asian Association for Regional Cooperation, the Pacific Islands Forum and the United Nations Special Programme for the Economies of Central Asia. The activity aims to bring the various subregional groupings closer together through knowledge-sharing and possible joint collaborations. This activity will take place as part of the South-South cooperation activities jointly organized by ESCAP and the United Nations Office for South-South Cooperation.

Internal challenge and response

- 23.233 The challenge for the component was to maintain coordination at the institutional level and to generate momentum for the implementation of sectoral cooperation activities. In response, the component will advocate for more engagement and will mobilize stakeholders to strengthen the policy environment in the subregion, including with the United Nations Office for South-South Cooperation and ASEAN country development cooperation agencies.

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

- 23.234 This work is expected to contribute to strengthened regional cooperation and integration for sustainable development, which would be demonstrated by the increased number of joint activities organized by ASEAN and the United Nations, especially with ESCAP.

Table 23.75
Performance measure

2017	2018	2019	2020	2021
N/A	Conceptualization of the complementarities road map for 2020–2025	Adoption of the complementarities road map for 2020–2025 Formulation of the ASEAN-United Nations plan of action for 2021–2025 in line with the road map	Implementation of the road map for 2020–2025, including the establishment of an ASEAN resources panel Enhanced cooperation between ASEAN and other subregions (e.g., ASEAN event at the upcoming regional meeting on South-South cooperation, planned back-to-back with the 2020 Global South-South Development Expo (November 2020)) Adoption of the ASEAN-United Nations plan of action for 2021–2025	Implementation of the ASEAN-UN plan of action for 2021–2025 with an increased number of joint ASEAN-United Nations initiatives

Abbreviation: N/A, not applicable.

Deliverables

23.235 Table 23.76 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.76
Subprogramme 8 (component 5): deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	4	8
C. Advisory services				
Consultation, advice and advocacy: services to prioritize areas of regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia; meetings with ASEAN member States on the implementation of the ASEAN-United Nations plan of action for 2021–2025 to prioritize areas of cooperation in strengthening regional cooperation and integration for sustainable development.				

Proposed non-post resource requirements for 2021

Table 23.77

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	93.5	–	–	–	–
Consultants	66.3	113.7	71.3	62.7	185.0
Travel of staff	119.1	68.2	42.8	62.8	111.0
Contractual services	4.3	9.5	5.5	57.9	15.0
General operating expenses	2.5	40.4	19.6	48.5	60.0
Fellowships, grants and contributions	164.2	252.5	116.3	46.1	368.8
Total	449.9	484.3	255.5	52.8	739.8

- 23.236 The proposed regular budget resources for 2021 amount to \$739,800 and reflect an increase of \$255,500 compared with the appropriation for 2020. The increase of \$255,500 (comprising increases of \$71,300 in consultancy and experts, \$42,800 in travel, \$5,500 in contractual services, \$19,600 in general operating expenses and \$116,300 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

Subprogramme 9 Energy

Proposed programme plan for 2021

Regional road map on power system connectivity: promoting cross-border electricity connectivity for sustainable development

- 23.237 The subprogramme has worked to enhance regional energy connectivity, with a focus on power grid connectivity as a means to expand the use of renewable energy, while promoting energy security, reliability and affordability across the region. Supported by the Expert Working Group on Energy Connectivity, the subprogramme has developed a regional road map for power system connectivity, which was supported by the Committee on Energy in 2019. The road map, agreed to by member States, provides a blueprint for regional cooperation to work towards the long-term vision of interconnected national grids and proposes a series of nine strategies to achieve this. Implementing these strategies will require engagement by the secretariat with member States and relevant international organizations, as well as ongoing coordination, dialogue and capacity development. Given the complexity of the interconnection process, which involves both physical and market integration, enhanced capacities are needed to guide the process and ensure that the benefits from those interconnections are evenly distributed. Capacity development is a key element of accelerating progress in regional power grid connectivity. One of the strategies in the road map is dedicated to increasing the capacity of regional actors and generating knowledge and data support plans.
- 23.238 Since the first session of the Committee on Energy in 2017, ESCAP has established two Expert Working Groups, both of which have taken action towards advancing the implementation of Sustainable Development Goal 7. The Expert Working Group on Energy Connectivity convened three meetings to discuss challenges and opportunities for regional power interconnection. Experts

discussed how cross-border electricity connectivity has the potential to optimize the allocation of energy resources by connecting energy-rich and energy-poor countries. However, political, financial, economic and technical/legal challenges obstruct the path towards greater connectivity. The Expert Working Group agreed to develop a regional road map on power system connectivity and presented it at the second session of the Committee on Energy in 2019, which supported the road map.

Internal challenge and response

- 23.239 The challenge for the subprogramme was that it was missing tools that had a contextualized country-level focus. Diverse tools and knowledge products exist, but they focus on the region at large. Given the varied contexts across the region, a contextualized country-level focus was urgently needed. The subprogramme recognized this gap in its programming and expanded its work at the country level accordingly. Energy access, in particular energy for clean cooking, is the Sustainable Development Goal 7 target for which progress is most lagging, and therefore represents a critical area for greater programming. In response, the subprogramme is expanding the application of its national expert Sustainable Development Goal tool for energy planning to support country-level planning. The subprogramme will also support capacity development as well as data collection and customization to support energy access and energy connectivity. Existing expertise in the region will be utilized to this effect. Building on the already established Asia Pacific Energy Portal, ESCAP will create mechanisms to make comprehensive regional data and information related to connectivity readily accessible.
- 23.240 The subprogramme will also engage in country-level capacity-building activities to promote clean cooking with clean and renewable fuels, provide training and further investigate obstacles to advancing universal access to clean cooking and electricity. The subprogramme also aims to host a regional capacity-building workshop to provide a forum for training, knowledge-sharing and peer-to-peer learning on ways to address the remaining energy access gap to achieve the Sustainable Development Goals in developing countries.

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

- 23.241 This work is expected to contribute to ensuring access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for renewable energy, energy efficiency, energy access and energy connectivity in alignment with Sustainable Development Goal 7, which would be demonstrated by strengthened regional capacities related to regional power markets, such as trading arrangements and grid codes, as well as power generation and demand-side management technologies. It would also enhance capacities to address energy access issues and facilitate socioeconomic development. These enhanced capacities and resources will accelerate the process of interconnection and reduce gaps both within and between countries, unlocking the benefits of power grid interconnection for developing countries.

Table 23.78
Performance measure

2017	2018	2019	2020	2021
N/A	Member States further regional cooperation in ESCAP resolution 74/9	Member States agreed on regional road map on power system connectivity: promoting cross-border electricity connectivity for sustainable development, to help operationalize	Member States develop an implementation plan based on the proposed strategies of the regional road map developed at the country,	Member States develop strategies and plans to enhance cross-border power grid interconnection

Part V Regional cooperation for development

2017	2018	2019	2020	2021
		energy connectivity and create a platform for its further advancement	subregional and regional levels	

Abbreviation: N/A, not applicable.

Deliverables

23.242 Table 23.79 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.79

Subprogramme 9: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	5	1	2
Seminars, workshops and training events (number of days)	6	8	6	8
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.80

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	66.7	51.2	17.5	34.2	68.7
Travel of staff	26.8	30.6	10.7	35.0	41.3
Contractual services	11.9	4.2	1.3	31.0	5.5
General operating expenses	5.6	18.2	3.8	20.9	22.0
Fellowships, grants and contributions	62.9	113.6	23.9	21.0	137.5
Total	173.9	217.8	57.2	26.3	275.0

23.243 The proposed regular budget resources for 2021 amount to \$275,000 and reflect an increase of \$57,200 compared with the appropriation for 2020. The increase of \$57,200 (comprising increases of \$17,500 in consultants, \$10,700 in travel, \$1,300 in contractual services, \$3,800 in general operating expenses and \$23,900 in fellowships, grants and contributions) proposed for 2021 reflects mainly resources provided for addressing cross-cutting issues and emerging priority areas in the Asia-Pacific region, such as the provision of support to countries with special needs and support for the implementation, follow-up and review of the 2030 Agenda, including preparations for and follow-ups to voluntary national reviews.

3. Economic Development in Europe

- 23.244 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 the Sustainable Development Goals.

Subprogramme 1 Environment

Proposed programme plan for 2021

Strengthened national capacities of countries of Central Asia, Eastern and South-Eastern Europe and the Caucasus in applying sustainable sectoral policy and practices based on the recommendations of Environmental Performance Reviews

- 23.245 An Environmental Performance Review is an independent and external assessment which is undertaken at the request of countries. The Review assists and supports countries in improving their environmental management and performance by carrying out an assessment of the progress that has been made by a particular country in achieving environmental and economic targets and meeting its international commitments. The main outcome of a Review is the report, which provides an analysis of the current situation in the country, an assessment of progress made and a set of proposed midterm policy recommendations. The Review fosters dialogue, exchanges of good practices and peer learning among Governments of the lower- and upper-middle-income countries in the ECE region with regard to ongoing and emerging environmental challenges and solutions to tackle them. It includes a strong peer-learning component that is particularly valuable for sharing knowledge and experience among lower- and upper-middle-income countries.
- 23.246 Since 1996, three cycles of Environmental Performance Reviews have been conducted in countries of Central Asia, Eastern Europe, South-Eastern Europe and the Caucasus. This means that the countries that have participated in the Review have gone through three Reviews with intervals of 5 to 7 years between each cycle. Starting from 2012, the third cycle of Reviews have been carried out in 13 countries. The third cycle of Reviews includes assessments of environmental governance and financing in a green economy context, cooperation with the international community and environmental mainstreaming in priority sectors. In recent years, countries have also requested Reviews in order to contribute to the achievement and monitoring of Sustainable Development Goals. Addressing Goals in the Reviews facilitates the further incorporation of non-binding Review recommendations into national policy documents. As these policy documents are required to be implemented and are supported by financial allocations, the Review recommendations are also implemented, thereby contributing to the achievement of the Goals. While Reviews are considered to be instrumental in providing an overall assessment of the progress achieved in meeting international commitments, countries are still facing challenges in implementing recommendations and in reporting on the progress of implementation for the subsequent cycle of a Review. Therefore, since 2017, based on requests from countries, several regional and subregional workshops have been organized that focus on specific topics addressed in the Environmental Performance Reviews (e.g., on environment and transport, environment and energy, the integration of Goal targets into ongoing and future Reviews and the implementation of the environment-related targets of the 2030 Agenda), to assist countries in their efforts to implement Review recommendations. These capacity-building and experience-sharing activities proved to be useful for countries, as the subprogramme is now receiving additional requests from countries to continue organizing such events in different subregions. Consequently, in 2021, the subprogramme will convene a subregional event to strengthen capacities in Eastern Europe and the Caucasus on implementing recommendations on sectoral policies and related Goals and targets.

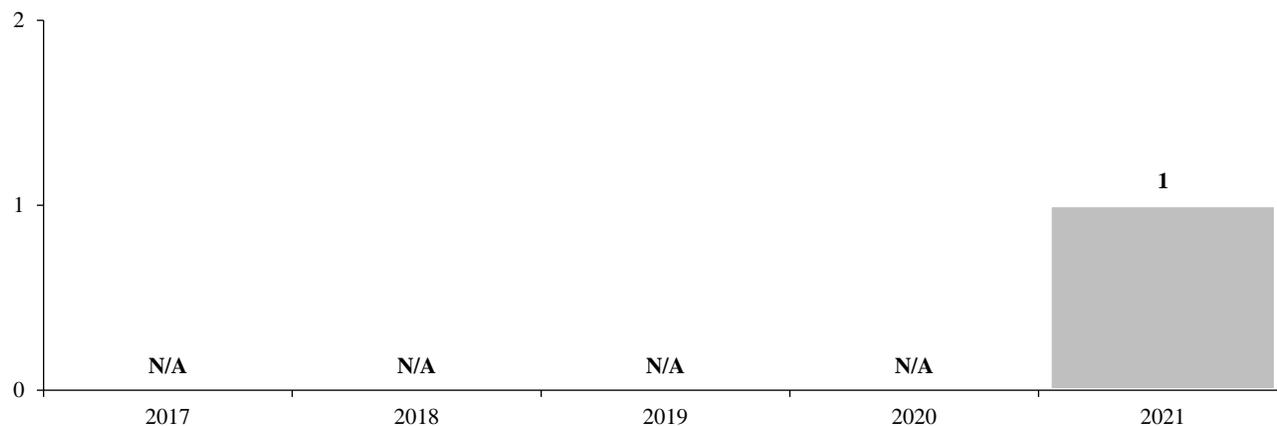
Internal challenge and response

23.247 The challenge for the subprogramme was that it had not been able to respond to countries’ requests to support the implementation of the Environmental Performance Reviews, in particular those pertaining to sectoral policies, which require specific expertise in the concerned areas. In response, the subprogramme will expand its approach, which started in 2017, of working together with other subprogrammes, and especially with the subprogrammes on transport and sustainable energy, to respond effectively to countries’ requests by mobilizing and deploying resources jointly and delivering capacity-building events in an integrated and coordinated way on other sectors. In addition, the subprogramme will further support countries in implementing the recommendations of the Reviews by further integrating Sustainable Development Goals into the recommendations, seeking support from countries in the pan-European region and organizing peer-learning workshops on topics requested by countries.

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

23.248 This work is expected to contribute to strengthening the national capacity of countries of the Caucasus, Central Asia, Eastern Europe and South-Eastern Europe, and their capacity to apply sustainable sectoral policies and practices based on the recommendations of the Environmental Performance Reviews, which would be demonstrated by improved knowledge and application of policy tools and instruments developed by ECE in implementing recommendations for sectoral policies and improved monitoring of the impact of the recommendations on national policies.

Figure 23.XXVI
Performance measure: number of policy tools implemented by member States



Abbreviation: N/A, not applicable.

Deliverables

23.249 Table 23.81 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.81

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	2
Seminars, workshops and training events (number of days)	10	10	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.82

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	226.5	272.5	–	–	272.5
Consultants	23.4	–	–	–	–
Travel of staff	15.3	22.8	3.9	17.1	26.7
Fellowships, grants and contributions	31.4	69.1	–	–	69.1
Total	296.6	364.4	3.9	1.1	368.3

- 23.250 The proposed regular budget resources for 2021 amount to \$368,300 and reflect an increase of \$3,900 compared with the appropriation for 2020. The increase under travel of staff (\$3,900) is based on the anticipated demand for assistance from member States.

Subprogramme 2

Transport

Proposed programme plan for 2021

Increased capacities for development of national road safety strategy and evidence-based road safety goals in countries of Central Asia, the Caucasus and South-Eastern Europe

- 23.251 In 2019, the subprogramme assisted member States in improving national legal frameworks on safe vehicles and strengthening capacities for the efficient implementation of United Nations road safety-related legal instruments. Nevertheless, countries are still paying the unacceptably high cost of road accidents and the situation is getting worse globally every year.
- 23.252 The subprogramme's technical cooperation activities were focused on strengthening national and regional capacity to manage and improve vehicle safety by providing technical expertise and organizing policy dialogues. As a result of the subprogramme's efforts, policymakers and transport experts from the Caucasus, Central Asia and South-Eastern Europe strengthened their capacities to integrate ECE regulations on safe vehicles into national legislation. National policymakers and transport experts enhanced country capacities to develop national road safety strategies and apply ECE road safety tools to set up evidence-based road safety targets. Furthermore, based on the

recommendation of its road safety performance review, Georgia prepared new technical regulations on safe vehicles and an action plan for their implementation.

Internal challenge and response

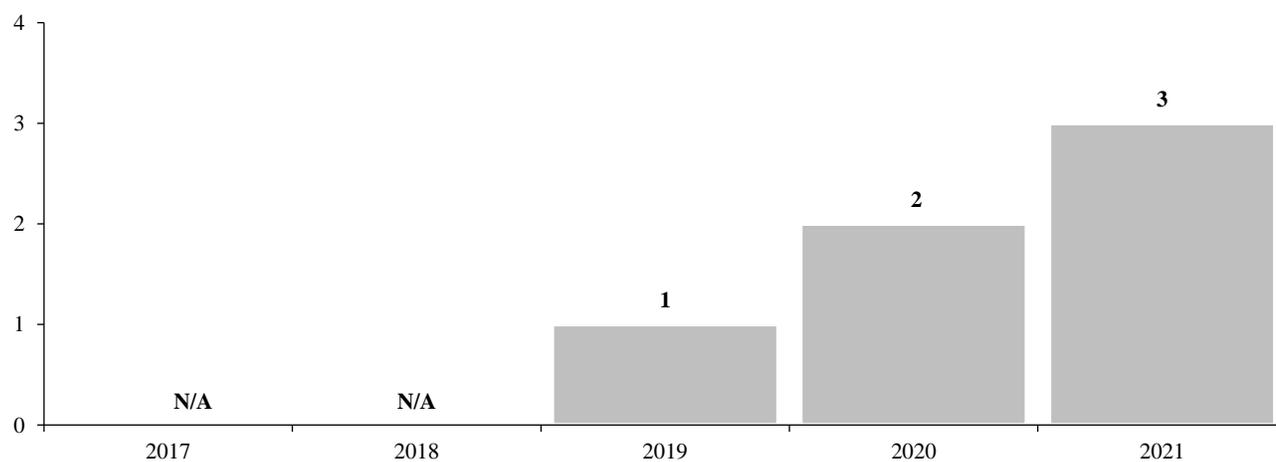
- 23.253 The challenge was that, in spite of the progress, the subprogramme had not been able to fully engage key policymakers in developing national road safety systems and strategies and implementing changes in road safety legislation and thereby decrease the number of casualties on roads. Although a number of capacity-development activities on safe vehicles and the development of road safety systems were implemented, more progress on the road safety situation in target countries could be made. In response, in 2021, the subprogramme will assist countries of Central Asia, the Caucasus and South-Eastern Europe with improving national road safety systems, which will lead to a decrease in the number of road traffic deaths and injuries. The subprogramme will organize policy dialogues that will enable national stakeholders to tackle the most pressing road safety issues and a series of capacity-development hands-on training sessions on road safety policy and safe vehicle regulations. Peer review, combined with advisory missions to advance the updating of national legal instruments, will be implemented. Training sessions will provide policymakers with substantive knowledge on road safety strategy preparation, on the formulation and quantification of goals and on safe vehicles (i.e., regulations, safety belts, child restraint systems, etc.). At the national level, based on the results of the road safety performance review for Kazakhstan, capacity-development efforts will be focused on the implementation of the recommendations of the review and the deployment of tailor-made actions with regard to national road safety strategies.

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

- 23.254 This work is expected to contribute to the advancement, subregionally and regionally, of sustainable inland transport (road, rail, inland waterway and intermodality) systems by making them safer, cleaner, more efficient and more affordable, which would be demonstrated by the implementation of national road safety systems through the introduction of efficient actions in national road strategies and legislation in countries of Central Asia, the Caucasus and South-Eastern Europe. This would include changes in road safety systems (strategies and legislation), the practical application of road safety performance review recommendations and updates in safe vehicle regulations by the beneficiary countries.

Figure 23.XXVII

Performance measure: number of road safety recommendations implemented in national strategic and legal frameworks in countries of Central Asia, the Caucasus and South-Eastern Europe



Abbreviation: N/A, not applicable.

Deliverables

23.255 Table 23.83 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.83

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	15	10	15	12
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.84

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	223.9	240.2	–	–	240.2
Consultants	10.2	41.9	–	–	41.9
Travel of staff	17.5	36.2	(9.5)	(26.2)	26.7
Fellowships, grants and contributions	31.7	137.8	(68.7)	(49.9)	69.1
Total	283.3	456.1	(78.2)	(17.1)	377.9

23.256 The proposed regular budget resources for 2021 amount to \$377,900 and reflect a decrease of \$78,200 compared with the appropriation for 2020. The decrease is due mainly to a decrease in fellowships, grants and contributions (\$68,700), owing to an increase in subregional capacity-building events, which will bring experts from countries together and will therefore reduce the number of activities required in individual countries.

Subprogramme 3 Statistics

Proposed programme plan for 2021

Implementation of the revised version of the Road Map on Statistics for Sustainable Development Goals

23.257 In 2019, the subprogramme facilitated practical, country-led approaches to develop the capacities needed to provide official statistics to inform policymaking for the Sustainable Development Goals. The challenge is that the data needs for reporting on the Goals are so vast that they cannot be met by official statistics alone. At the country level, data for the Goals typically come from some 30 different bodies. This requires the development of new capacities to build effective partnerships between national statistical offices and other data producers, including government agencies, private companies, academia and civil society. Countries asked ECE for guidance and support to achieve this.

23.258 In addition to an ongoing programme of global assessments of the national statistical systems, in which teams of experts assess compliance with international standards, ECE developed a Road Map on Statistics for Sustainable Development Goals. This Road Map is recognized as global best practice and is used throughout the ECE region and beyond. Its implementation has been supported through advisory missions and capacity-development activities led by ECE staff.

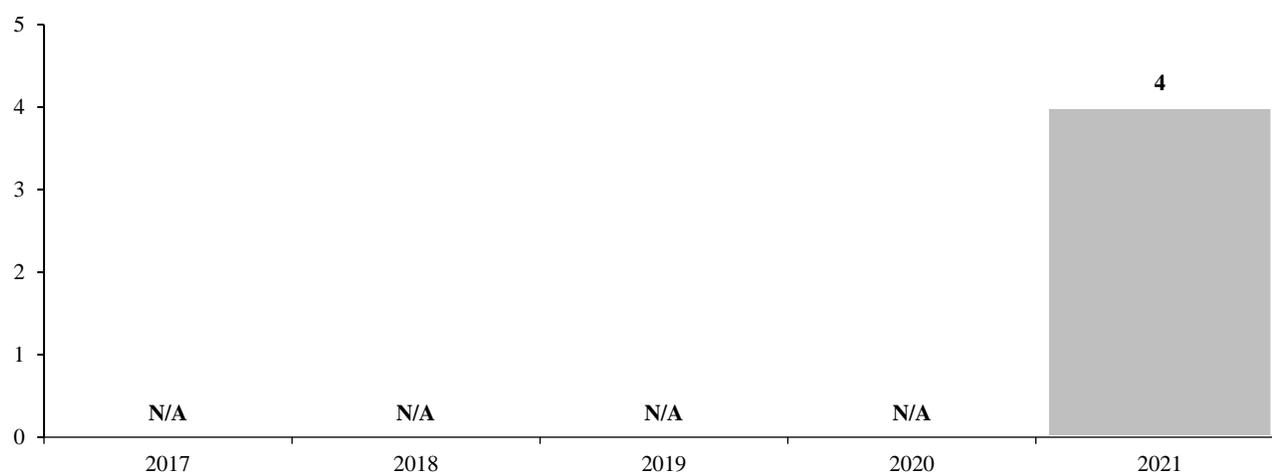
Internal challenge and response

23.259 The challenge for the subprogramme was to develop a Road Map that would be responsive to emerging developments and comprehensive, but also quickly available as the need for it was urgent and growing. A first version was released, with the intention of improving it based on implementation experiences. In response, the subprogramme will comprehensively revise and update the Road Map for 2021, based on experiences and feedback from countries. Countries in Eastern and South-Eastern Europe, the Caucasus and Central Asia continue to request support and guidance on implementing various aspects of the Road Map, such as developing effective partnerships for Sustainable Development Goal data, creating national Goal reporting platforms and implementing national capacity-development strategies. The subprogramme will mobilize resources and develop partnerships with relevant international organizations, including through a regional United Nations coordination group on data and statistics for Europe and Central Asia, to provide the support countries need to implement the different aspects of the Road Map. Subject to the availability of resources, advisory missions and capacity-development activities are expected in areas such as the development of national reporting platforms for Goal data and equipping national statistical offices with the skills needed to coordinate the provision of national data on the Goals.

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

23.260 This work is expected to contribute to the increased provision of data for the Sustainable Development Goal indicators, including their disaggregation by age, sex, disability and other criteria as appropriate, which would be demonstrated by the number of countries implementing the revised Road Map.

Figure 23.XXVIII
Performance measure: number of countries (Eastern and South-Eastern Europe, the Caucasus and Central Asia) implementing the revised Road Map



Abbreviation: N/A, not applicable.

Deliverables

23.261 Table 23.85 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.85

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	20	16	20	15
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.86

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	359.0	266.4	–	–	266.4
Travel of staff	35.1	22.8	3.9	17.1	26.7
Fellowships, grants and contributions	43.0	69.1	–	–	69.1
Total	437.1	358.3	3.9	1.1	362.2

- 23.262 The proposed regular budget resources for 2021 amount to \$362,200 and reflect an increase of \$3,900 compared with the appropriation for 2020. The increase in travel of staff (\$3,900) is due to additional travel requirements based on anticipated requests for assistance from countries.

Subprogramme 4

Economic cooperation and integration

Proposed programme plan for 2021

Enhanced cooperation of United Nations Special Programme for the Economies of Central Asia countries in addressing challenges to sustainable development through improved connectivity, capacity for innovation and public-private cooperation

- 23.263 Following the adoption from 2017 to 2019 of strategic documents fostering innovation, competitiveness, connectivity through trade, transit and transport facilitation in countries that are part of the United Nations Special Programme for the Economies of Central Asia, advances took place in raising awareness of the importance of cross-border cooperation in that subregion to achieve progress on these issues in terms of sustainable development. The background paper of the Special Programme's 2019 Economic Forum indicated the need to move to sustainable and inclusive growth in order to address the significant challenges facing sustainable development in the subregion. For growth to be economically and environmentally sustainable in the longer run, it should be broad-based, diversified and balanced, building an efficient and competitive economy that is resilient to external shocks. Unregulated growth hides many possible negative effects, such as environmental pollution and climate change, water stress, deforestation, biodiversity loss, the depletion of natural resources and the degradation of ecosystems. Environmentally sustainable growth requires a transition to a low-carbon and resource-efficient economy which prevents environmental degradation, biodiversity loss and the unsustainable use of resources. In most cases it also implies

the development and introduction of new processes and technologies, including green technologies. The potential of involving the private sector in the drive to achieve sustainable and inclusive growth is still insufficiently realized in the countries that are part of the Special Programme.

- 23.264 The subprogramme plans to continue developing its work in support of the implementation of strategic documents and decisions of the Governing Council of the United Nations Special Programme for the Economies of Central Asia through cooperation, innovation, engaging with the private sector and improving connectivity. Evidence from ECE Innovation for Sustainable Development Reviews and the outcome documents of the Special Programme's 2017 Economic Forum on innovation for the Sustainable Development Goals and 2019 Economic Forum on connectivity indicated that Special Programme countries were lagging behind on indicators for Goal 8 on decent work and economic growth, Goal 9 on industry, innovation and infrastructure and Goal 17 on partnerships for the Goals. More efforts are needed to strengthen institutional and policy frameworks for subregional collaboration to find innovative solutions for sustainable development. ECE employed its experience in supporting the Special Programme process through effective organization and maintenance of the stakeholder networks involving policymakers and experts from Special Programme countries. For example, at the request of the Governing Council, the Special Programme's thematic working group on innovation and technology for sustainable development developed a regional strategy for collaboration on innovation to achieve the Goals in the subregion, which supports the development and implementation of practical solutions to improve innovation systems at the national level and offer new ways for cooperation within the subregion.

Internal challenge and response

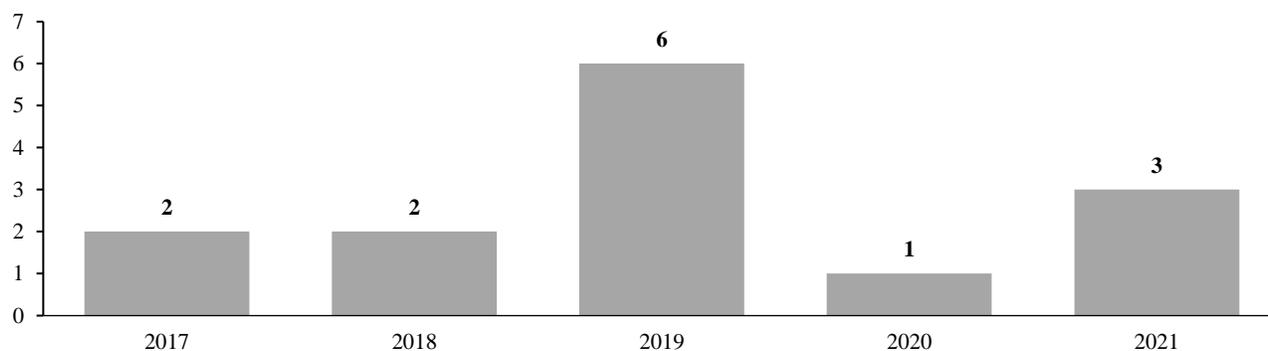
- 23.265 The challenge was that the subprogramme had not been able to implement full-fledged technical cooperation activities for countries that are part of the United Nations Special Programme for the Economies of Central Asia in some thematic areas, such as water, energy and environment, innovation, gender and statistics. In response, the subprogramme will seek to build on the accomplishments of those countries in strengthening subregional cooperation for the achievement of relevant Sustainable Development Goals and targets. In 2021, the subprogramme will implement the Ashgabat initiative on connectivity and the reduction of barriers to trade and transport, the Special Programme's innovation strategy for sustainable development and other strategic documents and scale up its focus on specific activities based on the demand from countries that are part of the Special Programme, including with regard to the nexuses of sustainable management of natural resources, sustainable mobility and smart connectivity. In particular, the subprogramme is expected to strengthen the position of the Special Programme as a subregional platform for cooperation to achieve the core Goals and targets common to all countries in the Special Programme.

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

- 23.266 The work is expected to contribute to improved cooperation for sustainable development in order to alleviate the effects of such challenges as environmental pollution and climate change, water stress, deforestation, the depletion of natural resources and the degradation of ecosystems, through the enhanced use of innovative solutions, connectivity, increased efficiency and competitiveness and cooperation with the private sector in countries that are part of the United Nations Special Programme for the Economies of Central Asia, which will be demonstrated by strengthening subregional cooperation to achieve interconnected Sustainable Development Goals in that subregion. Evidence of the result, if achieved, will include high-level policy and expert participation of the countries that are part of the Special Programme in the Special Programme's process and the number of strategic documents adopted and implemented that support sustainable development in those countries.

Figure 23.XXIX

Performance measure: number of strategic documents adopted and implemented that support sustainable development in the countries that are part of the United Nations Special Programme for the Economies of Central Asia



Deliverables

23.267 Table 23.87 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.87

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	4	3	4	6
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.88

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	219.1	366.3	(366.3)	(100.0)	–
Travel of staff	8.4	13.7	13.0	94.9	26.7
Fellowships, grants and contributions	9.6	35.4	33.7	95.2	69.1
Total	237.1	415.4	(319.6)	(76.9)	95.8

23.268 The proposed regular budget resources for 2021 amount to \$95,800 and reflect a decrease of \$319,600 compared with the appropriation for 2020. The proposed decrease under other staff costs (\$366,300) is offset in part by an increase in travel of staff (\$13,000) and fellowships, grants and contributions (\$33,700), and reflects the ongoing arrangement wherein one regional advisor services

two subprogrammes (economic cooperation and integration, and trade). In 2021, the subprogramme will focus on the delivery of capacity-building and advisory services for the United Nations Special Programme for the Economies of Central Asia, with an increase in resources required for both travel of staff and fellowships, grants and contributions.

Subprogramme 5 Sustainable energy

Proposed programme plan for 2021

Evidence-based solutions for improving energy efficiency in buildings in countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia

- 23.269 Transitioning to energy-efficient buildings requires the development of adequate legislation and the efficient functioning of national and local initiatives to support the implementation of individual energy projects and foster positive spillover effects in the building stock. Efficient access to high-quality data and the development and use of common indicators can support stakeholders in taking informed decisions, including evidence-based policymaking and collaboration. Digitization and the growing application of information and communications technologies offer a suite of solutions to drastically improve energy efficiency in buildings.
- 23.270 In previous years, ECE held a number of capacity-building workshops for Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, Montenegro, North Macedonia, the Republic of Moldova, Serbia, Tajikistan, Ukraine and Uzbekistan on implementing high-performance standards in buildings and improving building energy efficiency using advanced technologies. The workshops focused on digitization and the use of big data and geospatial data in the energy transition. Participants in the workshops outlined major barriers to the application of geospatial data and big data methods to energy transition projects, proposed legal and organizational practices to mitigate or remove the existing barriers and discussed the role of institutions and utilities in the creation and sharing of geospatial and big data and finding a balance between open access and personal data protection policies on energy-related data. At these workshops, policymakers and other stakeholders expressed interest in learning practical solutions to utilize existing data and further improve data collection and processing to take full advantage of evidence-based policymaking.

Internal challenge and response

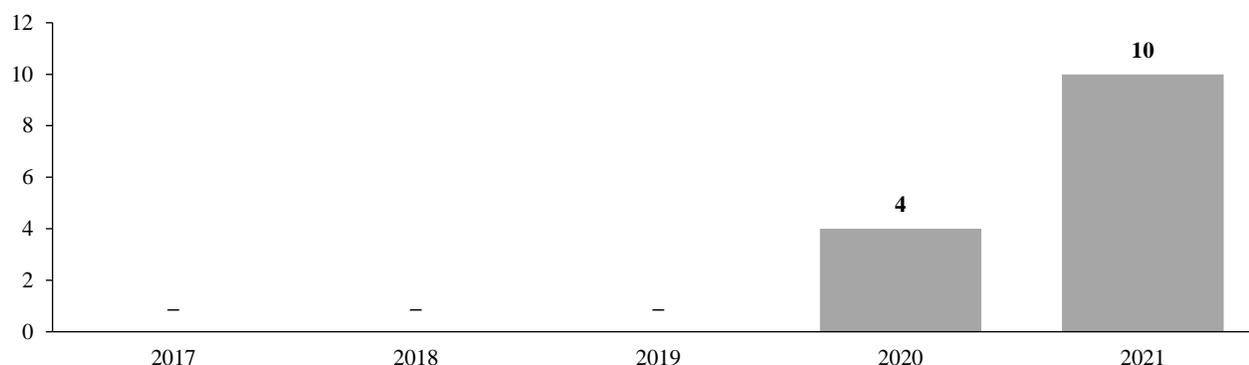
- 23.271 The challenge for the subprogramme in 2019 was to move from describing how high-quality data can be used to improve energy efficiency in buildings, neighbourhoods and municipalities to providing practical solutions and building the capacity of policymakers. In response, the subprogramme will seek to build upon the accomplishments of its previous work and organize practical training workshops for the countries of the region that would lead to authorities in municipalities applying the knowledge and experience they received at these workshops and implementing evidence-based policies to improve energy efficiency in buildings.

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

- 23.272 The work is expected to contribute to improved capacities of national and local authorities in countries of Eastern Europe and the Caucasus to apply evidence-based solutions to improving energy efficiency in buildings, which would be demonstrated by at least 10 municipalities in at least three countries using big data and geospatial data solutions to improve the energy efficiency of their building stock.

Figure 23.XXX

Performance measure: number of municipalities using big data and geospatial data solutions to improve the energy efficiency of their building stock



Deliverables

23.273 Table 23.89 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.89

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
Seminars, workshops and training events (number of days)	10	13	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.90

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	211.5	240.2	–	–	240.2
Travel of staff	9.8	18.2	8.5	46.7	26.7
Fellowships, grants and contributions	36.9	69.1	–	–	69.1
Total	258.2	327.5	8.5	2.6	336.0

23.274 The proposed regular budget resources for 2021 amount to \$336,000 and reflect an increase of \$8,500 compared with the appropriation for 2020. The increase under travel of staff (\$8,500) reflects the anticipated demand in advisory services at the national level from member States.

Subprogramme 6 Trade

Proposed programme plan for 2021

Strengthened capacity to implement trade and transport data-sharing and finalize the implementation of the Trade Facilitation Agreement of the World Trade Organization

- 23.275 Over the years, the subprogramme has worked on building the capacity and knowledge of transitional economies in the ECE region with regard to trade facilitation, inter-agency and public-private cooperation, including through the implementation of the Trade Facilitation Agreement of the World Trade Organization (WTO) and the implementation of ECE standards, best practice recommendations and other tools for trade facilitation and electronic business. During the next stage of technical cooperation, when the Trade Facilitation Agreement is fully implemented by most countries, more trade facilitation reforms along the international supply chain will be needed. Countries will become aware that they can use trade facilitation to reduce the wasting of human and material resources and redirect the saved resources to a more sustainable means of economic growth and international trade and development.
- 23.276 In 2019, the subprogramme focused on helping countries implement selected areas of the Trade Facilitation Agreement and develop monitoring mechanisms, in accordance with recommendation 42 of the United Nations Centre for Trade Facilitation and Electronic Business. It fostered work on data-sharing with regard to single-window mechanisms, multimodal corridors and other areas and using the Centre's standards, recommendations and reference data models. A study was developed for Azerbaijan and its pioneering single-window project on the benefits of data modelling using international standards. For Ukraine and Kazakhstan, a business process analysis of exports of grain from the two countries was conducted in order to streamline those processes and help the two countries create benchmarks for their progress in trade facilitation with regard to this strategic product. An analysis was conducted on the readiness of Belarus to implement the Trade Facilitation Agreement, which will be a key contribution to the country's bid to join WTO. For Ukraine, Belarus and the Western Balkan countries, a study was developed on implementing the Centre's standards and reference data models to improve the efficiency of multimodal transport data exchange.

Internal challenge and response

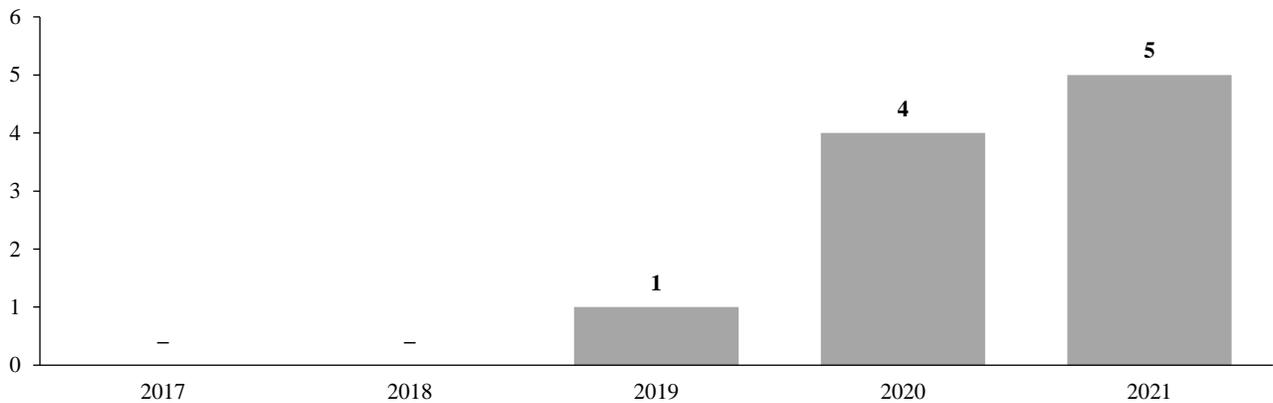
- 23.277 The challenge for the subprogramme was that it has not been able to provide enough knowledge to implement the available tools among all involved stakeholders or elevate its technical cooperation services in order to bridge the demands for deeper trade facilitation and more sustainable trade practices. In response, the subprogramme will partly shift from providing training sessions on trade facilitation and available United Nations tools to peer learning and working jointly for the development and implementation of solutions for trade facilitation and the sharing of trade data using international standards (e.g., the best-practice experiences of Ukraine and its port community system project, and of North Macedonia and its single-window project). In addition, the subprogramme will organize targeted capacity-building and brainstorming to help Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kyrgyzstan, North Macedonia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan and others to implement the remaining unfulfilled measures under the WTO Trade Facilitation Agreement (see Sustainable Development Goal 17.10), and to cooperate in the implementation of semantic standards for international trade to achieve better trade data-sharing and save resources that are currently wasted on inefficient trade procedures and insufficiently precise information. The activities in 2021 are expected to contribute to the finalization of the implementation of the measures in the WTO Trade Facilitation Agreement; further the sharing of trade data based on the use of semantic standards, best-practice recommendations, reference data models and other tools of ECE and the United Nations Centre for Trade Facilitation and Electronic Business with the effect of significantly raising the efficiency and

sustainability of international trade procedures and supply chains; and raising the sustainability of international trade.

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

23.278 This work is expected to contribute to strengthening trade facilitation and electronic business, regulatory cooperation and standardization policies, agricultural quality standards and trade-related economic cooperation in the ECE region and beyond, which would be demonstrated by the growing trade volumes, in particular export volumes (see Sustainable Development Goal target 17.11), of the target countries, and their deeper integration into the international rules-based trading system (see Goal target 17.10), progress in the accession of countries to WTO and progress in the implementation of the WTO Trade Facilitation Agreement. The result will be evidenced by data from monitoring mechanisms, such United Nations sources as the UN Comtrade – International Trade Statistics Database and the reporting of countries on the implementation of Goal 17 and on the implementation of the WTO Trade Facilitation Agreement. Further integration of countries into the international rules-based trading system under WTO will be another measure of success, which would be demonstrated by the number of countries that move ahead in the process of accession to WTO or the number of countries that complete a certain number of measures under the Trade Facilitation Agreement. The main benefit for the target countries will be that they will acquire skills to implement international trade facilitation and standards and integrate into the international rules-based trading system.

Figure 23.XXXI
Performance measure: number of countries that have implemented at least 80 per cent of the 36 trade facilitation measures of the Trade Facilitation Agreement



Deliverables

23.279 Table 23.91 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.91

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	10	9	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.92

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	–	–	366.3	100.0	366.3
Consultants	15.3	13.7	–	–	13.7
Travel of staff	9.6	51.4	–	–	51.4
Fellowships, grants and contributions	10.6	94.3	–	–	94.3
Total	35.5	159.4	366.3	229.8	525.7

23.280 The proposed regular budget resources for 2021 amount to \$525,700 and reflect an increase of \$366,300 compared with the appropriation for 2020. The increase under other staff costs (\$366,300) reflects the ongoing arrangement where a single regional advisor services two subprogrammes (economic cooperation and integration, and trade). In 2021, the subprogramme will deliver focused capacity-building and advisory services at the national and subregional levels for almost all 17 United Nations countries with economies in transition in the ECE region.

**Subprogramme 7
Forests and the forest industry**

**Subprogramme 8
Housing, land management and population**

Proposed programme plan for 2021

Integrated approach to the planning and management of cities in Eastern Europe, the Caucasus, Central Asia and Turkey

23.281 High levels of urbanization present a challenge for the sustainable development of cities. Urban areas are responsible for a considerable portion of the world’s energy consumption and greenhouse gas emissions, and the challenges of housing and urban infrastructure affordability and accessibility are especially acute in cities. The subprogrammes support Governments in the review and assessment of the implementation of the urban-related Sustainable Development Goals at the national and local levels, including through the application of the ECE/International Telecommunication Union key

performance indicators for smart sustainable cities and tools for the innovative financing of actions to improve urban sustainability.

- 23.282 To support cities in their efforts to promote urban sustainability, the subprogrammes conduct comprehensive assessments of urban sustainability at the city level, at the request of the city, using the key performance indicators for smart sustainable cities, and assist cities in developing action plans based on the ECE “Guidelines for the development of a smart sustainable city action plan” and in the development of projects for innovative financing. Based on the evaluation of key performance indicators, smart sustainable city profiles are developed that contain comprehensive analyses of urban sustainability and concrete policy recommendations. After the city profiles are finalized, cities develop their action plans, decide on their priority actions and prepare lists of projects for investment. In addition, they are provided with advice on the application of innovative financing to the projects. Based on the above methodology, profiles for the cities of Goris (Armenia) and Voznesensk (Ukraine) have already been developed. The evaluation and development of city profiles is ongoing in Nur-Sultan, Hrodna (Belarus), Podgorica and Tbilisi. To support the implementation of the cities’ projects, national and regional training events are conducted to support national and local governments and relevant stakeholders in promoting affordable, accessible, healthy and energy-efficient housing and urban infrastructure, climate neutrality in cities and compact spatial planning.

Internal challenge and response

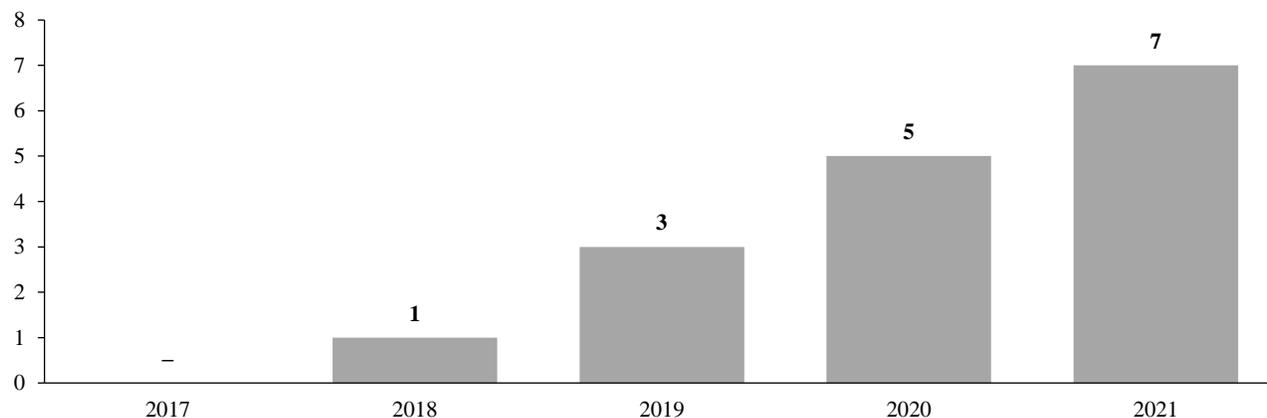
- 23.283 The challenge for the subprogrammes was that they have not been able to sufficiently support the capacity of cities’ governments to collect and analyse the data for the evaluation of key performance indicators because some of the data was disbursed to different city officers or was only available from national Governments. In response, in 2021 the subprogrammes will scale up their activities by engaging national authorities, especially in national statistical offices, as well as academia, in the data collection processes. The use of big data will be explored as a means of data collection for the city performance evaluation. The subprogrammes will also start developing an online tool for the evaluation and visualization of key performance indicators. Finally, the subprogrammes will also support increasing the capacity of local authorities for data collection and analysis by organizing training sessions and demonstrations for local authorities in Eastern Europe, the Caucasus, Central Asia and Turkey on collecting data, analysing key performance indicator evaluations and using the results of those evaluations. These capacity-building activities will support an integrated approach to the planning and management of cities and will result in a more effective implementation of the 2030 Agenda and the New Urban Agenda at the subnational level.

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

- 23.284 This work is expected to contribute to the strengthening of member State-owned programmes and policies promoting decent, adequate, affordable, energy-efficient and healthy housing for all, smart sustainable cities, sustainable urban development and land management, which would be demonstrated by the increased capacity of local authorities in selected cities in Eastern Europe, the Caucasus, Central Asia and Turkey to facilitate the development of city action plans and specific proposals for investment (from both the public and private sector) based on the recommendations of smart sustainable city profiles.

Figure 23.XXXII

Performance measure: number of project proposals developed for investment based on the recommendations of smart sustainable city profiles



Deliverables

23.285 Table 23.93 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.93

Subprogrammes 7 and 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	4	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.94

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Consultants	21.7	13.7	15.2	110.9	28.9
Travel of staff	13.3	27.3	–	–	27.3
Contractual services	9.5	–	–	–	–
General operating expenses	1.8	–	–	–	–
Supplies and materials	1.7	–	–	–	–
Fellowships, grants and contributions	37.1	50.5	–	–	50.5
Total	85.1	91.5	15.2	16.6	106.7

- 23.286 The proposed regular budget resources for 2021 amount to \$106,700 and reflect an increase of \$15,200 compared with the appropriation for 2020. The proposed increase for consultants (\$15,200) reflects the additional engagement of experts in order to support the development of substantive guidance and strategies required for technical cooperation efforts.

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

- 23.287 The activities under economic and social development in Latin America and the Caribbean will be implemented by ECLAC. More specifically, ECLAC activities under the regular programme of technical cooperation will provide support for strengthening the technical capacity of countries of the region to design, formulate, implement and evaluate public policies that allow them to improve their regional integration (and their integration with other regions of the world) in order to foster productivity, convergence and innovation within their economies, promote sustainable growth while taking into consideration the economic, social and environmental dimensions of development, address social inequalities and demographic changes and develop accurate statistics to support evidence-based public policy formulation. Particular emphasis will be placed on supporting countries in consolidating measures and policies to achieve progress in the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. ECLAC will continue to foster a multisectoral and integrated approach to development, and provide a voice to countries in special situations, including the only least developed country in the region, as well as landlocked developing countries, the small island developing States of the Caribbean, and middle-income countries.

Subprogramme 1 International trade, integration and infrastructure

Proposed programme plan for 2021

Strengthened regional integration of Latin American and Caribbean countries

- 23.288 During 2019, the subprogramme continued to provide technical support, advisory services and capacity-building activities to Latin American and Caribbean countries to improve national capacities in the design, implementation and monitoring of trade policies and export development strategies with a view to achieving more effective and equitable participation of the countries of the region in global and regional value chains, and to strengthening the capacity of their export sectors in the context of the 2030 Agenda.

Internal challenge and response

- 23.289 The challenge for the subprogramme was to adapt to the fast pace of new requests from member States, which were due in part to the changes in regional integration schemes. In response, the subprogramme will further address the new demands and requests from countries of the region by tailoring its technical cooperation services in the areas of regional cooperation, integration and infrastructure to support the implementation of the 2030 Agenda and the Sustainable Development Goals.

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

- 23.290 This work is expected to contribute to the improvement of regional integration, logistics and infrastructure, which would be demonstrated by new measures adopted by Latin American and Caribbean countries in the areas of trade policy, global and regional value chains, trade and sustainable development, inclusive trade and export development, regional integration and logistics and trade facilitation.

Table 23.95
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Countries of the region request support for technical assistance in matters related to the trade and export sectors	Technical assistance is provided to countries of the region in areas related to the export sector, international trade, global and regional value chains, among others	Countries of the region adopt new measures in the areas of trade policy, global and regional value chains, trade and sustainable development, inclusive trade and export development, regional integration and logistics and trade facilitation

Abbreviation: N/A, not applicable.

Deliverables

23.291 Table 23.96 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.96
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	4	6	6
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.97
Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	81.8	82.5	–	–	82.5
Consultants	1.9	9.5	–	–	9.5
Experts	8.2	–	–	–	–
Travel of staff	9.0	22.5	–	–	22.5
Fellowships, grants and contributions	9.1	14.1	–	–	14.1
Total	110.0	128.6	–	–	128.6

23.292 The proposed regular budget resources for 2021 amount to \$128,600 and reflect no change in the resource level compared with the appropriation for 2020.

**Subprogramme 2
Production and innovation**

Proposed programme plan for 2021

Increased incorporation of innovation and technology in Latin America and the Caribbean

23.293 In 2019, the subprogramme continued to support Latin American and Caribbean countries in increasing their capacity to design, implement, monitor and evaluate policies and measures to further incorporate productivity and innovation into the economies of the region, aimed at fostering increased contributions from the productive sector to the attainment of the Sustainable Development Goals.

Internal challenge and response

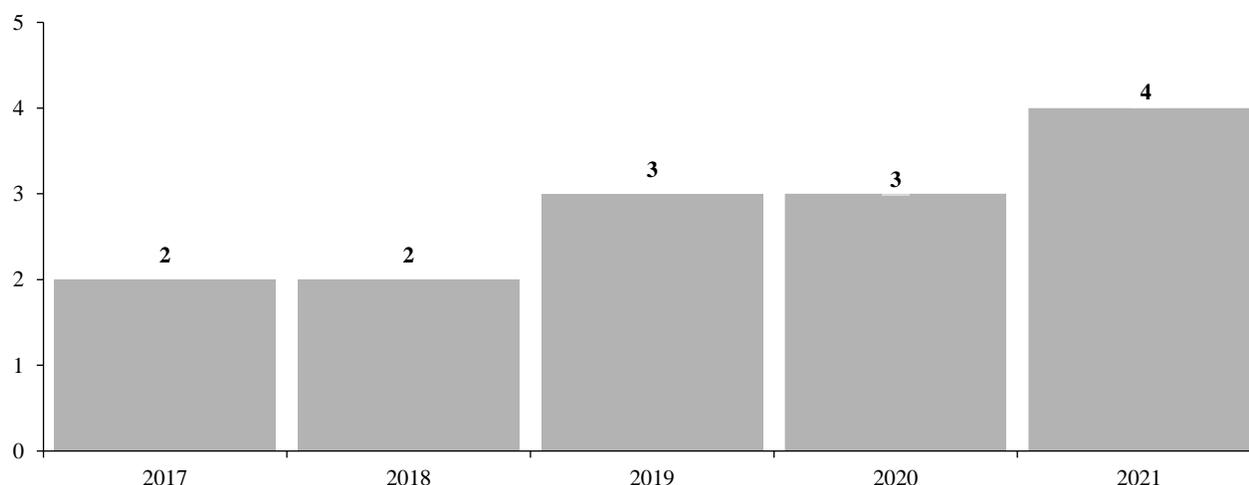
23.294 The challenge for the subprogramme was to sustain its support activities to member States despite the institutional and political changes. In response, the subprogramme will, while keeping its close collaboration with national authorities at the highest levels, also strengthen its work at the more technical level to ensure continuity of the technical assistance provided.

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

23.295 This work is expected to contribute to the enhancement of productive structure diversification through innovation and the diffusion of new technology, which would be demonstrated by the number of national authorities and public institutions that acknowledge that they have benefited from ECLAC technical cooperation services or analytical inputs to strengthen their capacities to formulate policies and strategies that transform the productive structure through innovation and the diffusion of technology in the production matrix.

Figure 23.XXXIII

Performance measure: number of national authorities and public institutions that acknowledge that they have benefited from technical cooperation services



Deliverables

23.296 Table 23.98 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.98

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	11	11	11	11
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.99

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	167.6	153.0	–	–	153.0
Consultants	16.1	40.3	–	–	40.3
Travel of staff	35.8	24.9	–	–	24.9
Fellowships, grants and contributions	38.4	31.7	–	–	31.7
Total	257.9	249.9	–	–	249.9

23.297 The proposed regular budget resources for 2021 amount to \$249,900 and reflect no change in the resource level compared with the appropriation for 2020.

**Subprogramme 3
Macroeconomic policies and growth**

Proposed programme plan for 2021

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

23.298 Sustainable and inclusive growth remains elusive in Latin America and the Caribbean. While progress on numerous fronts has been achieved in the past decade, more recent years have seen a significant slowing in the improvements in important variables such as poverty and inequality. Slowing economic growth, coupled with an uncertain external environment, threatens to undermine these advances and in so doing create significant constraints to achieving the Sustainable Development Goals embodied in the 2030 Agenda. To that end, it is of crucial importance that these challenges be tackled in a holistic manner that recognizes the role of macroeconomic and development financing policies in generating sustainable and inclusive economic growth. In this context, during 2019 the subprogramme continued to support countries of the region in strengthening national capacities in the design and implementation of macroeconomic and financial policies, regulations and measures, aiming to achieve sustained and sustainable growth and promote long-term inclusive growth to achieve progress on key social variables.

Internal challenge and response

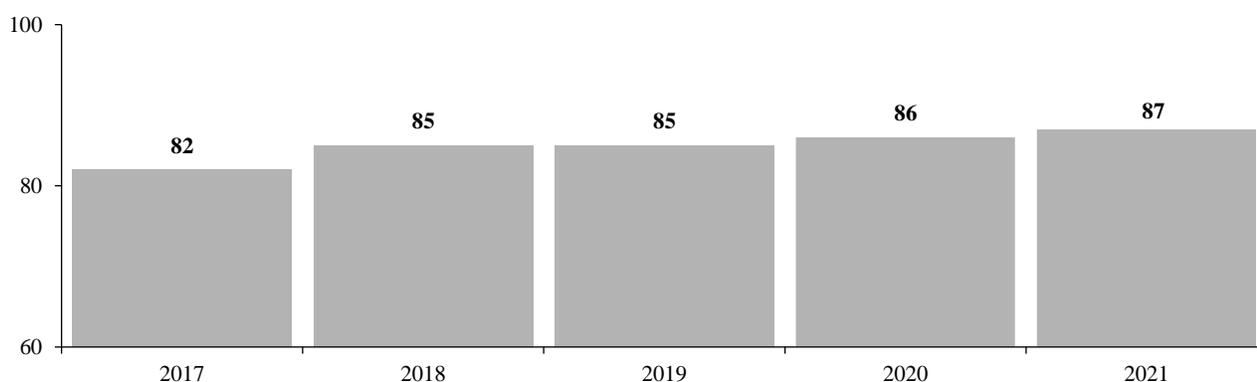
23.299 A challenge for the subprogramme was to address requests from countries of the region requiring the engagement of various subprogrammes. In response, the subprogramme will reinforce its ongoing practice to actively participate in interdivisional projects, as these experiences have proven to be of value with regard to facilitating the execution of said projects and fostering synergies among the subprogrammes involved.

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

23.300 This work is expected to contribute to the achievement of sustainable and inclusive economic growth and development in Latin America and the Caribbean, which would be demonstrated by the percentage of recipients of technical cooperation services and capacity-building activities that acknowledge that they have benefited from these activities to improve their work in the formulation, implementation and assessment of policies, regulations and measures in the areas of macroeconomics and financing for development.

Figure 23.XXXIV

Performance measure: percentage of recipients that acknowledge that they have benefited from technical cooperation services and capacity-building activities



Deliverables

23.301 Table 23.100 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.100

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.101

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	769.6	816.4	–	–	816.4
Consultants	127.3	222.9	–	–	222.9
Experts	60.3	–	–	–	–
Travel of staff	125.8	195.9	–	–	195.9
Contractual services	4.2	–	–	–	–
Fellowships, grants and contributions	61.9	108.3	–	–	108.3
Total	1 149.1	1 343.5	–	–	1 343.5

- 23.302 The proposed regular budget resources for 2021 amount to \$1,343,500 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 4 Social development and equality

Proposed programme plan for 2021

Improved social public policies to reduce poverty and inequality in Latin America and the Caribbean

- 23.303 The current global and regional situation makes it difficult to confront social inequality, promote the eradication of poverty and achieve fairer and more inclusive societies. Countries of the region are facing lower economic growth and progress in the social sphere has slowed or stagnated. In this context, the subprogramme has continued supporting the countries of Latin America and the Caribbean in enhancing their knowledge and technical capacities to formulate, implement and evaluate policies, plans and programmes that address poverty reduction and tackle the structural and emerging gaps of social and gender inequalities.

Internal challenge and response

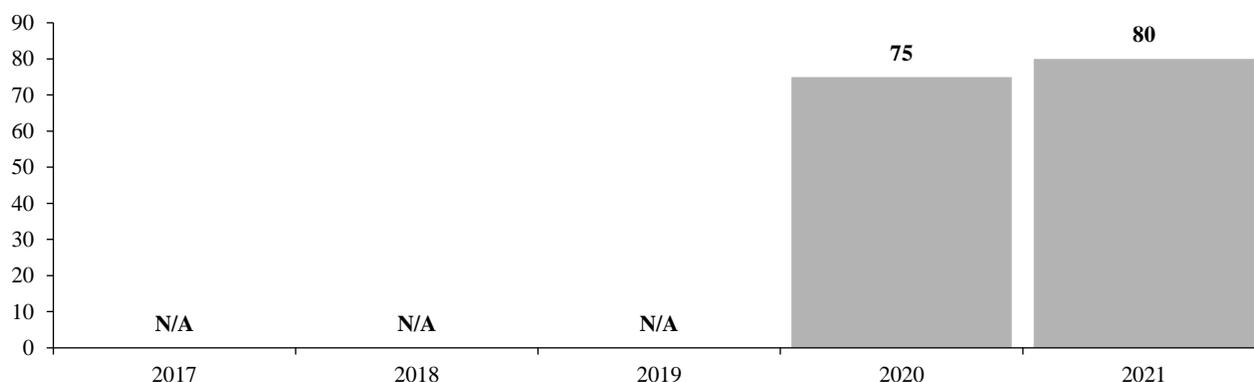
- 23.304 A challenge for the subprogramme was to maintain its level of support to member States in the context of increased demands, limited availability of expertise and high turnover of national counterparts. In response, the subprogramme will make efforts to reinforce its capacity-building activities in the form of seminars and workshops in order to respond effectively to demands for technical assistance from multiple institutions related to the design, implementation and evaluation of social policies.

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

- 23.305 This work is expected to contribute to the strengthening of regional approaches and nominal strategies, policies and programmes to achieve greater social and economic equality and the overall well-being of the people of the region, which would be demonstrated by the percentage of technical assistance recipients that acknowledge that they have benefited from analyses and recommendations of ECLAC on social policies aimed at improving those policies.

Figure 23.XXXV

Performance measure: percentage of technical assistance recipients that acknowledge that they have benefited from analyses and recommendations on social policies



Abbreviation: N/A, not applicable.

Deliverables

23.306 Table 23.102 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.102

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	4	4	4	4
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.103

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	210.9	251.0	–	–	251.0
Consultants	19.6	28.9	–	–	28.9
Travel of staff	42.6	32.6	–	–	32.6
Fellowships, grants and contributions	50.2	16.2	–	–	16.2
Total	323.3	328.7	–	–	328.7

- 23.307 The proposed regular budget resources for 2021 amount to \$328,700 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 6 Population and development

Proposed programme plan for 2021

Enhanced capacities of Latin American and Caribbean countries to advance in the implementation of the achievement of the Sustainable Development Goals and other relevant international agreements

- 23.308 During the past few years, the subprogramme has provided support to countries of the region to monitor and implement recommendations in order to attain the Sustainable Development Goals and other international relevant agreements, such as the Programme of Action of the International Conference on Population and Development, the Montevideo Consensus on Population and Development and other relevant agreements. Latin American and Caribbean countries are experiencing, at a fast pace, new trends regarding migration flows, an accelerated demographic transition and persistent inequality in a context of diverse institutional frameworks and capacities, which creates challenges with regard to designing and implementing evidence-based public policies.

Internal challenge and response

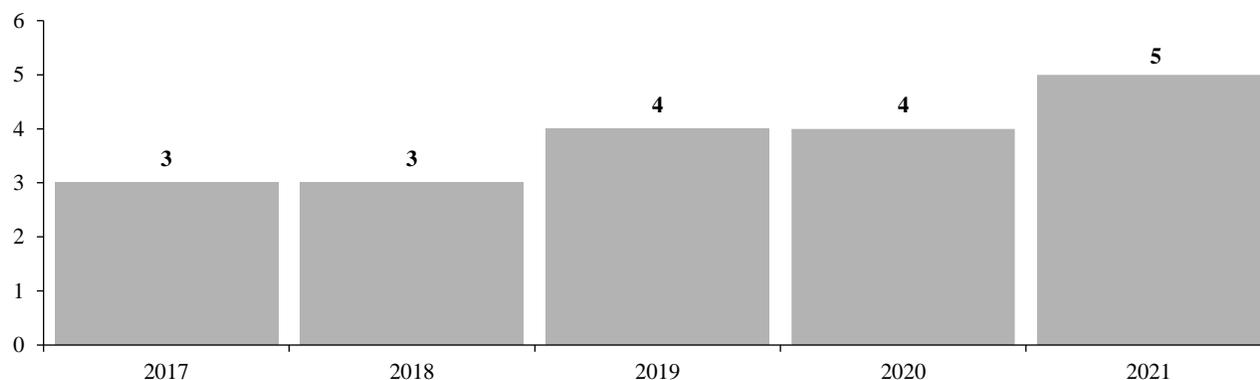
- 23.309 The challenge for the subprogramme was to cater to the specific needs and demands of countries of the region, given that, with regard to population and development, the region has several strong instruments, most of them more advanced than the global commitments. In this regard there is a risk of overburdening national institutions, which are reporting on several commitments and processes at both global and regional levels, especially where the teams responsible are small and there are public financial restrictions. In response, the subprogramme will tailor its advisory services and technical cooperation activities to strengthen national capacities to develop mechanisms to better visualize the sociodemographic characteristics of the different population groups.

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

- 23.310 This work is expected to contribute to fully integrating population issues into development planning, policies and programmes, which would be demonstrated by the number of institutions having received technical cooperation from ECLAC that have taken action to incorporate ECLAC recommendations for monitoring progress and implemented recommendations to achieve the goals of relevant international agreements.

Figure 23.XXXVI

Performance measure: number of institutions that have taken action to incorporate Economic Commission for Latin America and the Caribbean recommendations



Deliverables

23.311 Table 23.104 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.104

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	5	5
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.105

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	219.6	175.5	–	–	175.5
Consultants	42.0	3.3	–	–	3.3
Experts	16.6	–	–	–	–
Travel of staff	32.2	20.4	–	–	20.4
Fellowships, grants and contributions	3.5	17.1	–	–	17.1
Total	313.9	216.3	–	–	216.3

23.312 The proposed regular budget resources for 2021 amount to \$216,300 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 7 Sustainable development and human settlements

Proposed programme plan for 2021

Strengthened capacities of national policymakers of Latin America and the Caribbean to integrate environmental criteria into development policies

- 23.313 During 2019, the subprogramme continued to provide support to countries in Latin America and the Caribbean to strengthen the national technical capacities of policymakers to integrate environmental criteria into development policies and measures, in particular in relation to sustainable development, climate change adaptation and mitigation, and human settlements, and to enhance the capacity of national Governments and other stakeholders to follow up and make progress in the implementation of international agreements related to environmental sustainability, climate change and human settlements.

Internal challenge and response

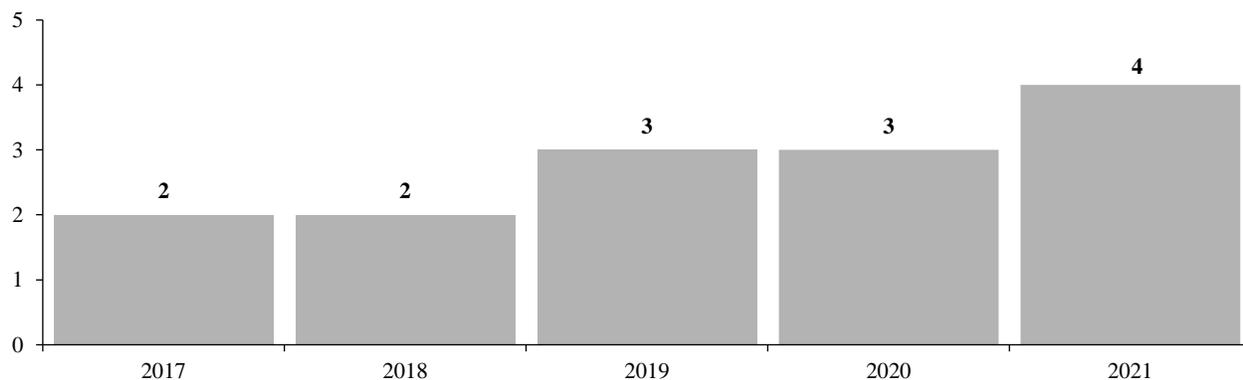
- 23.314 A challenge for the subprogramme was its limited ability to respond to the increased demands from countries of the region for technical assistance in the areas of climate change and sustainable development. In response, the subprogramme will, as a complement to the targeted technical assistance delivered to countries of the region, reinforce its work at the regional level, generating spaces for policy dialogue and building consensus among policymakers and stakeholders at both the national and regional levels.

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

- 23.315 This work is expected to contribute to ensuring the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, which would be demonstrated by the number of policies, measures or actions taken by Governments related to mitigation and adaptation to climate change, access to information, public participation and justice in environmental matters, and the New Urban Agenda.

Figure 23.XXXVII

Performance measure: number of policies, measures or actions taken by Governments related to mitigation and adaptation to climate change, access to information, public participation and justice in environmental matters, and the New Urban Agenda



Deliverables

- 23.316 Table 23.106 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.106

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	5	5
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.107

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Consultants	21.1	74.2	–	–	74.2
Experts	0.2	–	–	–	–
Travel of staff	23.7	18.3	–	–	18.3
Fellowships, grants and contributions	67.0	104.6	–	–	104.6
Total	112.0	197.1	–	–	197.1

- 23.317 The proposed regular budget resources for 2021 amount to \$197,100 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 8

Natural resources

Proposed programme plan for 2021**Strengthened national capacities for good governance of natural resources**

- 23.318 During the past few years the subprogramme has continued to provide support to countries of Latin America and the Caribbean to enhance the capacity of national policymakers to assess and implement policies and tools for the sustainable governance of natural resources. Special efforts were made to improve coordination among sectors with regard to the nexus of water, energy and food, supporting countries to create a better and more inclusive framework for its sustainable development. In this regard the subprogramme has fostered the joint participation of national officers and policymakers from ministries and national organizations in order to achieve best results in the formulation of plans at local and national levels.

Internal challenge and response

- 23.319 A challenge for the subprogramme was to address the increasing demands for technical assistance from countries of the region, taking into consideration its heterogeneity, as countries have distinctive features, different stages of development regarding the formulation of public policies and diverse institutional frameworks. In response, the subprogramme will redouble its efforts to provide technical assistance and advisory services in support of forums and platforms to promote the

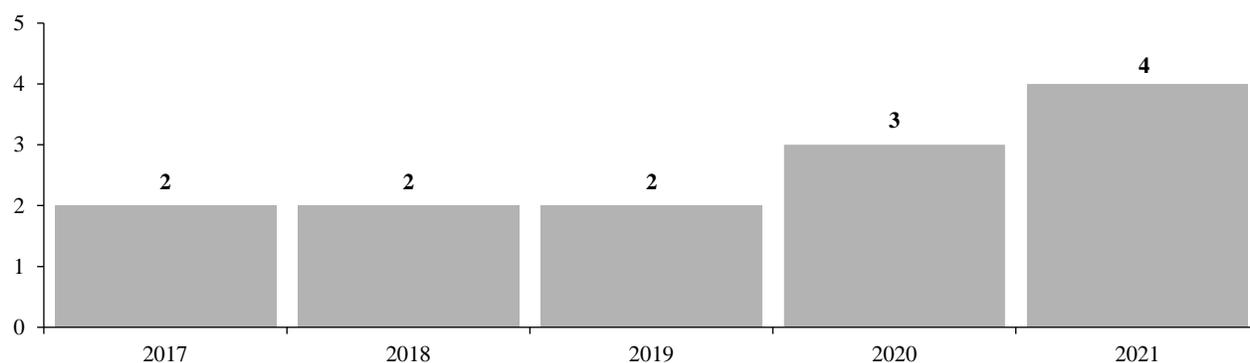
exchange of experiences and best practices, and to provide spaces for peer learning, fostering the dissemination of new policy options and knowledge networks.

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

- 23.320 This work is expected to contribute to enhance the institutional capacities of Latin American and Caribbean countries for good governance and sustainable exploitation of natural resources, which would be demonstrated by countries formulating measures, policies or strategies towards the sustainable governance of natural resources, in particular in the agriculture, energy, water and mining sectors.

Figure 23.XXXVIII

Performance measure: cumulative number of policies, measures or actions by countries towards the sustainable governance of natural resources



Deliverables

- 23.321 Table 23.108 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.108

Subprogramme 8: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	3	3	3	3
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.109

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	303.9	72.2	–	–	72.2
Consultants	61.2	32.8	–	–	32.8

Section 23 Regular programme of technical cooperation

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Experts	5.3	–	–	–	–
Travel of staff	15.7	41.3	–	–	41.3
Fellowships, grants and contributions	29.5	28.8	–	–	28.8
Total	415.6	175.1	–	–	175.1

- 23.322 The proposed regular budget resources for 2021 amount to \$175,100 and reflect no change in the resource level compared with the appropriation for 2020.

**Subprogramme 10
Statistics**

Proposed programme plan for 2021

Strengthened statistical capacities of the countries of Latin America and the Caribbean

- 23.323 During 2019, the subprogramme continued to provide support to countries of the region to enhance their technical capacity to monitor economic, environmental and social trends to formulate evidence-based public policies, to implement the System of National Accounts, 2008, and the System of Environmental-Economic Accounting, to compile, process and analyse social statistics and geospatial data and to foster the regional integration of national statistical systems.

Internal challenge and response

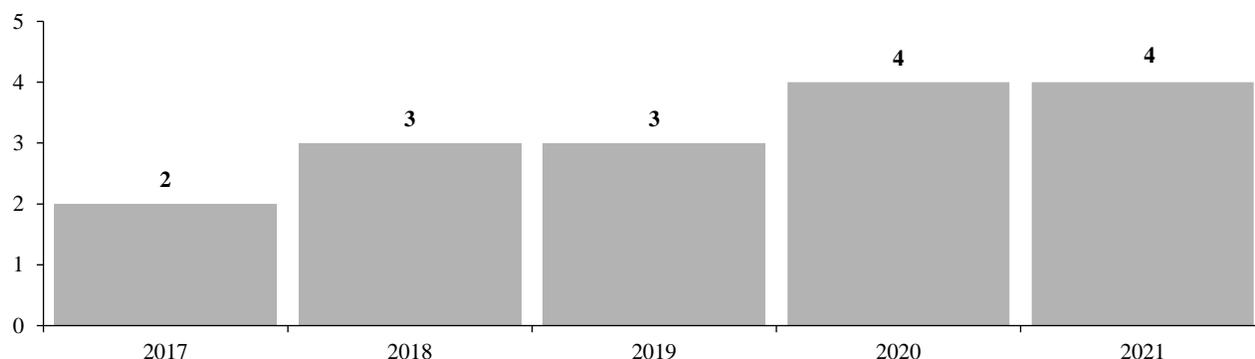
- 23.324 A challenge for the subprogramme was the limited available expertise to support countries in responding to the increasing demand for statistics in the light of the follow-up and review process of the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. In response, the subprogramme will further tailor its technical assistance to enhance cooperation among national institutions and the dissemination of methodologies towards strengthening the elaboration of basic economic, social and environmental data in order to support the follow-up and review process of the implementation of the 2030 Agenda and the Goals.

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

- 23.325 This work is expected to contribute to improving the production, dissemination and use of statistics for evidence-based decision-making in the region, which would be demonstrated by the number of institutions that have adopted new measures to implement the System of National Accounts, 2008, as well as other internationally agreed statistical methodologies, and to enhance the regional integration of national systems.

Figure 23.XXXIX

Performance measure: number of institutions that have adopted new measures to implement the System of National Accounts, 2008



Deliverables

23.326 Table 23.110 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.110

Subprogramme 10: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	5	5
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.111

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	563.5	469.9	–	–	469.9
Consultants	58.0	83.7	–	–	83.7
Experts	62.5	–	–	–	–
Travel of staff	75.5	34.0	–	–	34.0
Fellowships, grants and contributions	49.6	98.7	–	–	98.7
Total	809.1	686.3	–	–	686.3

23.327 The proposed regular budget resources for 2021 amount to \$686,300 and reflect no change in the resource level compared with the appropriation for 2020.

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

Proposed programme plan for 2021

Enhanced capacities in Central America, Cuba, the Dominican Republic, Haiti and Mexico to implement the 2030 Agenda for Sustainable Development and the Sustainable Development Goals

- 23.328 During 2019, the economic context of the countries of the subregion remained difficult, with the export sector being affected by lower global trade growth. At the same time, significant challenges have persisted in terms of social development, as poverty rates and inequality have remained consistently high, and with regard to productive development, as productivity growth has remained scant. In addition, the subregion is highly vulnerable to extreme events and climate change, with more frequent episodes of intense rainfall and drought in recent years. Countries of the subregion are adopting strategic frameworks for the implementation of the 2030 Agenda, aiming to “leave no one behind” and advancing the identification of vulnerable population groups, such as older persons, migrants, indigenous populations, children and women. In this context, throughout the year, the subprogramme continued to provide support to countries in the subregion to enhance national and subregional capacities to design, evaluate, promote and implement policies on economic and social development, energy, agriculture and climate change.

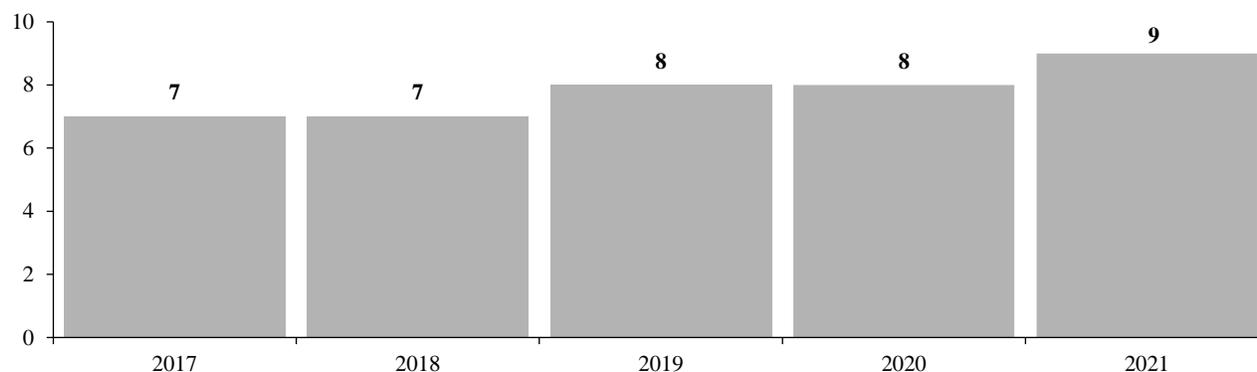
Internal challenge and response

- 23.329 A challenge for the subprogramme was to be able to better coordinate with different institutions at the national level, that are stakeholders in specific areas, in order to effectively implement technical cooperation activities. In response, the subprogramme will further tailor its technical assistance, advisory services and capacity-building activities in alignment with national development plans or building up institutional agreements.

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

- 23.330 This work is expected to contribute to improving the formulation of evidence-based public policies in the economic, social and environmental fields in the countries of the subregion, which would be demonstrated by nine stakeholders acknowledging that they have benefited from technical assistance delivered by the subprogramme to design, implement and evaluate policies and measures for economic development and structural transformation, trade and integration, and sustainable development, including energy, agriculture and climate change, among other things.

Figure 23.XL
Performance measure: number of stakeholders acknowledging that they have benefited from technical assistance



Deliverables

23.331 Table 23.112 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.112
Subprogramme 11: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	10	10	10	10
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.113
Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	–	81.5	–	–	81.5
Consultants	79.5	33.1	–	–	33.1
Experts	2.2	–	–	–	–
Travel of staff	104.3	59.3	–	–	59.3
Fellowships, grants and contributions	39.5	13.4	–	–	13.4
Total	225.5	187.3	–	–	187.3

23.332 The proposed regular budget resources for 2021 amount to \$187,300 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 12

Subregional activities in the Caribbean

Proposed programme plan for 2021

Enhanced capacity of Caribbean countries to address development challenges

- 23.333 In 2019, the subprogramme continued to provide support to Caribbean countries to improve their capacity to formulate and implement policies and actions to better address economic, social and environmental development issues.

Internal challenge and response

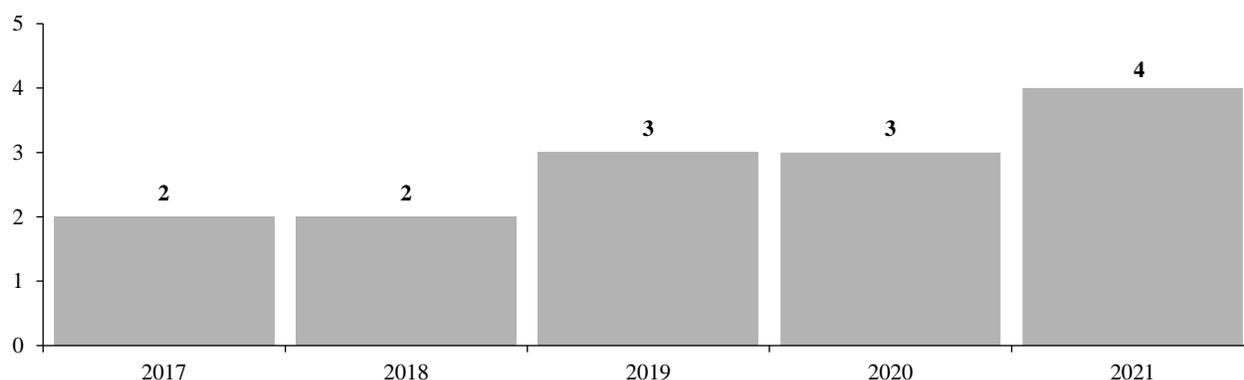
- 23.334 A challenge for the subprogramme was mobilizing support for the creation of institutional mechanisms to follow up on the implementation progress of national development plans, the lack of which hindered the ability of countries in the subregion to identify integrated development challenges and formulate appropriate policy responses. In response, the subprogramme will increase its technical assistance to countries of the subregion, enhancing 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.

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

- 23.335 This work is expected to contribute to strengthening the sustainable development process in the Caribbean in the economic, social and environmental dimensions, which would be demonstrated by the implementation by countries of the subregion of policies, measures or actions to address Caribbean development challenges and the small island developing States development agenda.

Figure 23.XLI

Performance measure: number of countries of the subregion implementing policies, measures or actions to address Caribbean development challenges and the small island developing States development agenda



Deliverables

- 23.336 Table 23.114 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.114

Subprogramme 12: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	15	15	15	15
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.115

Resource requirements by object of expenditure

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>		<i>2021 estimate (before recosting)</i>
			<i>Amount</i>	<i>Percentage</i>	
Other staff costs	76.8	198.0	–	–	198.0
Consultants	3.0	86.0	–	–	86.0
Travel of staff	63.2	43.2	–	–	43.2
Fellowships, grants and contributions	86.8	75.8	–	–	75.8
Total	229.8	403.0	–	–	403.0

23.337 The proposed regular budget resources for 2021 amount to \$403,000 and reflect no change in the resource level compared with the appropriation for 2020.

5. Economic and social development in Western Asia

23.338 Activities in this area are implemented by ESCWA. The overall objective of its programme plan for 2021 is to support member States in implementing their development plans, aligning them with the 2030 Agenda for Sustainable Development and adapting and implementing policies and programmes to make further progress in achieving the 2030 Agenda and the Sustainable Development Goals. The regular programme of technical cooperation will be used to tailor specific interventions responding to the needs of member States and to their requests for support in furthering the implementation and monitoring of the 2030 Agenda and the Goals. ESCWA will leverage its regular programme of technical cooperation to focus on the needs of least developed countries and countries in conflict or in transition.

23.339 ESCWA has increasingly been working with member States to devise bilateral technical cooperation frameworks. These frameworks are a tool to set the States' priority needs and formulate a matrix of activities to respond to those needs, with a defined time frame for implementation. This approach has increased the ability of ESCWA to plan its technical cooperation interventions while allowing it the necessary flexibility to respond to ad hoc requests from member States on matters not included in the frameworks. The frameworks have also allowed increased coherence and complementarity between the regular programme of technical cooperation and the programme plan implemented through the regular budget, as well as the Development Account and extrabudgetary activities. To achieve this complementarity, ESCWA staff, regional advisers and consultants operate jointly in the field to provide the required technical assistance, using the knowledge products and capacities built

under the regular programme plan and through experience accumulated in technical cooperation projects and activities.

- 23.340 ESCWA will also leverage the regular programme of technical cooperation to strengthen its collaboration with the United Nations country teams that operate in its member States and with the offices of Resident Coordinators. ESCWA will allow them more direct access to the knowledge it produces and will coordinate national support actions with them.

Subprogramme 1 Climate change and natural resource sustainability

Proposed programme plan for 2021

Advancements in climate change action

- 23.341 The Arab region is among the world regions most affected by climate change. Areas within the region are expected to experience increases in temperature exceeding 5°C by the end of the century. Precipitation variability is also predicted to increase, greatly affecting the population, agriculture and other sectors. Studies stemming from climate modelling have prompted policymakers to develop targeted adaptation plans. Regional climate modelling was conducted as part of the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region. These outputs have helped link science to policy and planning across member States. Positive responses have generated a need for more detailed climate modelling outputs, at finer spatial and temporal resolutions, for the Mashreq and the Arabian Peninsula. This modelling will commence in 2020 and sequenced outputs will be released beginning in August 2020 and finishing in 2021.
- 23.342 Additional climate change negotiations will be held in 2021, along with training on the AquaCrop model and the strengthening of cooperation between water and agriculture ministries to build the resilience of those sectors to climate change.

Internal challenge and response

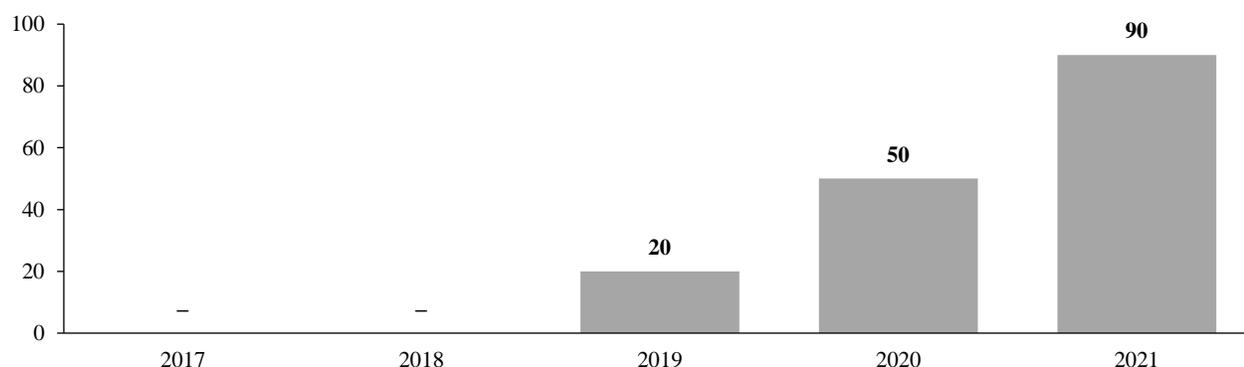
- 23.343 The challenges for the subprogramme were to increase data accessibility for users and reduce the difficulty of applications for users. In response, data were made available through the data portal, launched in 2019, of the Regional Knowledge Hub of the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region. The site is open access: users can view data or download data to be utilized in a geographic information systems platform. Several training workshops were conducted in 2019 for government officials and researchers in member States to help encourage data application. More workshops are planned for 2021.

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

- 23.344 This work is expected to contribute to the advancement of climate action and integrated and sustainable policies in the areas of water, energy and food security, with experts and policymakers developing targeted adaptation plans stemming from tools and techniques developed on crop production, and negotiation and climate modelling skills, which would be demonstrated by the increased number of users from Arab countries accessing and benefiting from the Regional Knowledge Hub.

Figure 23.XLII

Performance measure: number of users from Arab countries accessing and benefiting from the online Regional Knowledge Hub



Deliverables

23.345 Table 23.116 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.116

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	14	14	12	12
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.117

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	226.4	201.8	–	–	201.8
Consultants	24.1	32.6	–	–	32.6
Travel of staff	18.6	25.2	–	–	25.2
Contractual services	19.9	–	–	–	–
General operating expenses	4.3	–	–	–	–
Fellowships, grants and contributions	64.3	54.7	–	–	54.7
Total	357.6	314.3	–	–	314.3

23.346 The proposed resources for 2021 amount to \$314,300 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 2 Gender justice, population and inclusive development

Proposed programme plan for 2021

Gender equality and women's empowerment policies, strategies and plans are adopted in the Arab region

- 23.347 ESCWA has been working to strengthen the capacity of member States' national institutions. In particular, since 2016, it has been building the capacity and enhancing the resilience of national women's machineries. To that effect, the subprogramme has delivered training on issues including organizational culture and institutional policies on gender equality and women's empowerment; results-based management, planning, monitoring and evaluation from a gender perspective; gender-responsive budgeting; and enhancing capacity on gender mainstreaming. By placing emphasis on resilience-building efforts, the subprogramme intended to support the ability of national women's machineries to implement their mandates in times of both stability and conflict, and therefore continue to develop and implement national policies, strategies and plans to respond to women's needs. While participation in the training sessions and positive feedback provided evidence of the effectiveness of the approach, additional efforts are needed to expand methods for engagement with national women's machineries.

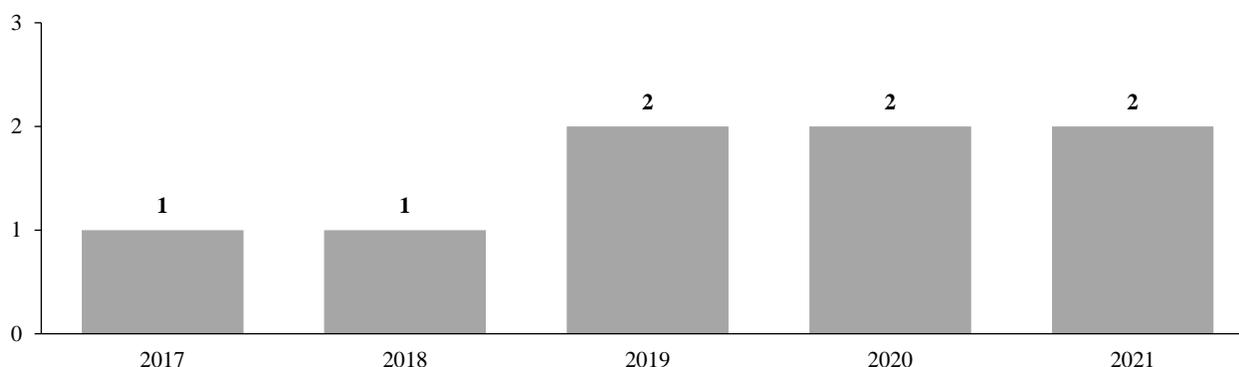
Internal challenge and response

- 23.348 The challenge for the subprogramme was to effectively scale up capacity-building activities for national women's machineries to meet the increasing demand from member States. In response, for 2021, the subprogramme will further capitalize on partnerships with other United Nations agencies to broaden its support to member States and ensure that their institutions are prepared and proactive in taking steps to adopt and implement policies and plans. To this effect, a partnership has been initiated with the International Labour Organization (ILO), through its International Training Centre. Representatives from national women's machineries will be trained in conducting gender audits through ILO, which will create a pool of experts that can be utilized regionally. This effort will begin in 2020 and will be scaled up in 2021.

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

- 23.349 This work is expected to contribute to the enhancement of gender justice for all women and girls in the Arab region, which would be demonstrated by two additional adopted policies, strategies or national action plans each year on gender equality, women's empowerment, violence against women, and women, peace and security, for a total of eight additional measures during the period 2017–2021.

Figure 23.XLIII
Performance measures: additional number of policies, strategies or national action plans adopted on women's issues



Deliverables

23.350 Table 23.118 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.118
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	18	10	12
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.119
Resource requirements by object of expenditure
 (Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs		635.7	635.7	100.0	635.7
Consultants		48.3	48.3	100.0	48.3
Travel of staff		94.2	94.2	100.0	94.2
Contractual services		24.0	24.0	100.0	24.0
Fellowships, grants and contributions		256.2	256.2	100.0	256.2
Total		1 058.4	1 058.4	100.0	1 058.4

23.351 The proposed resources for 2021 amount to \$1,058,400, an increase of \$1,058,400 compared with the appropriation for 2020. The proposed increase under other staff costs (\$635,700), consultants (\$48,300), travel of staff (\$94,200), contractual services (\$24,000) and fellowships, grants and

contributions (\$256,200) reflect an internal transfer of resources from the subprogramme structure approved in 2020 to the proposed subprogramme structure for 2021. A summary of the redeployment by subprogramme can be found in table 23.132.

Subprogramme 3 Shared economic prosperity

Proposed programme plan for 2021

Transport and trade facilitation for sustainable development

- 23.352 ESCWA has been working on its project on geographic information systems for integrated transport in the Arab States for the past five years. The aim is to provide Arab States with an operational tool to monitor the implementation of transport agreements signed under the umbrella of ESCWA, namely: (a) the Agreement on International Roads between Arab Countries; (b) priority routes M40 and M45; (c) the Agreement on International Railways between Arab Countries; and (d) the Memorandum of Understanding on Maritime Transport Cooperation between Arab Countries. In addition to those agreements, the Integrated Transport System between the Arab States comprises components including national committees for the facilitation of transport and trade, road safety management, the methodological framework and geographic information systems, and institutional frameworks and legislation.
- 23.353 In 2021, ESCWA will continue to work on geographic information systems for integrated transport in the Arab States to monitor the actual performance of roads, rails, ports, airports and logistic zones in the region. It will further focus on improving road safety in the region, supporting countries in achieving their transport-related Sustainable Development Goals (especially Goals 3, 9 and 11) and facilitating their access to the United Nations Road Safety Fund.

Internal challenge and response

- 23.354 The challenge for the subprogramme was to ensure the sustainability of engagement required to undertake national and regional activities to develop geographic information systems for integrated transport in the Arab States and facilitate trade interconnectedness. Cooperation with external partners such as the Islamic Development Bank and the World Bank was enhanced in the past year to carry out training workshops. In response, the subprogramme will further expand such cooperation and will also plan more activities through the regular programme of technical cooperation to support sustainability. Work on trade and transport facilitation will also be further integrated.

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

- 23.355 This work is expected to contribute to strengthening regional interconnectedness and integration, which would enhance the economic growth of ESCWA member States, and would be demonstrated by an increase in their integration and connectedness with global value chains.

Table 23.120
Performance measure

2017	2018	2019	2020	2021
Training workshop on prototype geographic information systems for integrated transport in the Arab	Agreement with ECE, the Centre for Transportation Studies for the Western Mediterranean and the Islamic	Launch of geographic information systems for integrated transport in the Arab States	Filling of all attributes of the geographic information system layers by the national focal points	Full operational use of the geographic information systems tool by member States in the formulation of strategic common

Part V Regional cooperation for development

2017	2018	2019	2020	2021
States for 7 member States	Development Bank on a set of common indicators for all regional geographic information system initiatives		Demonstration of the tool during the 21st session of the ESCWA Committee on Transport and Logistics (4th quarter 2020)	vision on the development of multimodal transport in the Arab region, as a backbone of regional connectivity in favour of sustainable development and shared prosperity

Deliverables

23.356 Table 23.121 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.121

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	14	18	16	14
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.122

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	196.4	201.5	–	–	201.5
Consultants	162.4	72.4	–	–	72.4
Travel of staff	35.7	46.2	–	–	46.2
Contractual services	32.7	–	–	–	–
General operating expenses	6.3	–	–	–	–
Fellowships, grants and contributions	26.7	46.9	–	–	46.9
Total	460.2	367.0	–	–	367.0

23.357 The proposed resources for 2021 amount to \$367,000 and reflect no change in the resource level compared with the appropriation for 2020.

Subprogramme 4 Statistics, information society and technology

Proposed programme plan for 2021

Regional knowledge and data hub to strengthen government decision-making processes

- 23.358 ESCWA has been working on optimizing the management and dissemination of critical information on the 2030 Agenda to support the decision-making processes of member States and other development actors. The abundance of socioeconomic development indicators, analytical reports and intelligence that provide development-related national and thematic information, diagnosis and advice is difficult to navigate; it results in vast redundancies, and sometimes in conflicting and frequently outdated information. The subprogramme has been exploring options to offer a one-stop tool for mining the multiplicity of data and information sources in support of decision-making processes, providing integrated and comprehensive support to member States to make better-informed decisions.
- 23.359 In 2021, the subprogramme will also continue to assist member States in harnessing technology and innovation to expedite the achievement of the 2030 Agenda, in particular to leverage new technologies such as the Internet of things, big data, artificial intelligence and cloud computing into their national plans and strategies. It will also support member States in using such technologies in collecting data and statistics to monitor the implementation of the 2030 Agenda.

Internal challenge and response

- 23.360 The challenge for the subprogramme was that the systems required to create an integrated and smart information hub were not readily available in the market and needed to be developed from scratch. In response, the subprogramme will, in close consultation with the members of a knowledge hub task force of the regional collaborative platform, develop an Arab regional United Nations development system knowledge and data hub as the primary online platform dedicated to providing real-time, reliable data and information in a comprehensive and logical form for decision makers to support progress in the implementation of the 2030 Agenda for Sustainable Development. The United Nations knowledge and data hub will be launched as a digital platform and resource to efficiently and smartly: search, analyse, synthesize, visualize and monitor available national, regional and global development-related information, including national development plans, strategies, reports, studies, legislation, regulations, data, training and any other readily available materials that could be used to support decisions and research.

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

- 23.361 This work is expected to contribute to the acceleration of the integration of technology and innovation for sustainable development in the Arab region, which would be demonstrated by ESCWA member States making use of the knowledge hub to inform the development of sectoral policies.

Table 23.123

Performance measure

2017	2018	2019	2020	2021
No regional knowledge hub is available	The Secretary-General, in his report on the repositioning of the United Nations development system	United Nations development system entities in the region request ESCWA to lead a knowledge hub task force of the	Prototype of the regional knowledge hub approved by the task force	Deployment of the knowledge hub as a publicly accessible regional good Member States start using the knowledge

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2017	2018	2019	2020	2021
	(A/72/124-E/2018/3), requests regional commissions to develop regional knowledge hubs	regional collaborative platform to conceptualize the regional United Nations knowledge hub		hub to inform the development of sectoral policies

Deliverables

23.362 Table 23.124 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.124

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	16	24	16	16
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.125

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs			402.4	100.0	402.4
Consultants			27.0	100.0	27.0
Travel of staff			67.0	100.0	67.0
Fellowships, grants and contributions			115.9	100.0	115.9
Total			612.3	100.0	612.3

23.363 The proposed resources for 2021 amount to \$612,300, an increase of \$612,300 compared with the appropriation for 2020. The proposed increases under other staff costs (\$402,400), consultants (\$27,000), travel of staff (\$67,000) and fellowships, grants and contributions (\$115,900) reflect an internal transfer of resources from the subprogramme structure approved in 2020 to the proposed subprogramme structure for 2021. A summary of the redeployment by subprogramme can be found in table 23.132.

Subprogramme 5 2030 Agenda and Sustainable Development Goal coordination

Proposed programme plan for 2021

Peer learning and capacity-building for the new generation of voluntary national reviews

- 23.364 The 2030 Agenda has created an incentive for robust, evidence-based reporting by member States on progress towards equitable, sustainable development. The subprogramme has been working to bring countries together to assess progress on key regional priorities, share achievements and challenges in implementing the 2030 Agenda and build a common regional position on opportunities and barriers to realizing the Sustainable Development Goals by 2030. Through a series of advisory services to member States under the regular programme of technical cooperation, and capacity-building activities, the subprogramme has also raised awareness on voluntary national reviews as an enabler of priority-setting, implementation and follow-up, and review.

Internal challenge and response

- 23.365 The challenge for the subprogramme was responding effectively to a growing expectation for more regular opportunities to exchange experiences on voluntary national reviews. A review and analysis of voluntary national reviews undertaken across the Arab region has identified common trends and capacity gaps and confirmed that the technical support provided to member States during the first round of reviews was not sufficient. This was corroborated by an increase in the number of requests for technical assistance at the country level as well as a collective call by member States for enhanced capacity-building efforts at the regional level. In response, the subprogramme will scale up its work at the country level and support the establishment of a regional community of practice on voluntary national reviews aimed at providing access to information, knowledge exchange, peer support and capacity development. It will build on the breadth of experiences across the region, past voluntary national reviews and lessons learned to allow practitioners to benefit from a user-friendly platform that provides resources, expertise and options to drive a dynamic process of assessing progress and devising solutions for the identified bottlenecks that maximizes impact and ultimately achieves national targets.

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

- 23.366 This work is expected to contribute to the acceleration of progress towards sustainable development in the Arab region in line with the 2030 Agenda and the Sustainable Development Goals, and to advanced intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues, which would be demonstrated by enhanced interaction between government stakeholders responsible for coordinating the voluntary national review process and preparing national reports on the Sustainable Development Goals. The long-term impact would be an inclusive voluntary national review process that is aligned with the Secretary-General's voluntary common reporting guidelines for voluntary national reviews.

Table 23.126

Performance measure

2017	2018	2019	2020	2021
Brief plenary session at the Arab Forum for Sustainable Development	Organization of a special session in addition to a high-level dialogue on voluntary national reviews and lessons	Member States call for enhanced peer learning on voluntary national reviews during the 2019 Arab Forum	Community of practice is launched and a web platform is populated, and ESCWA facilitates interaction among	Enhanced and productive interaction between government stakeholders coordinating the

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2017	2018	2019	2020	2021
	learned from the process	on Sustainable Development in April and the meeting of the Executive Committee of ESCWA in June Agreement among member States to establish a community of practice coordinated by ESCWA	members of the community of practice	voluntary national review process and preparing national Sustainable Development Goal reports Positive feedback on the effectiveness of the community of practice (collected through surveys)

Deliverables

23.367 Table 23.127 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.127

Subprogramme 5: output performance for the period 2019–2021, by category and subcategory^a

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)				6
C. Advisory services				

^a This subprogramme was created as a result of a change in programmatic structure for 2021 adopted by ESCWA member States during the sixth special session of ESCWA, held in Amman in December 2019. That is why only activities planned for 2021 are indicated in table 23.127.

Proposed non-post resource requirements for 2021

Table 23.128

Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs			522.7	100.0	522.7
Consultants			27.7	100.0	27.7
Travel of staff			57.2	100.0	57.2
Fellowships, grants and contributions			190.6	100.0	190.6
Total			798.2	100.0	798.2

23.368 The proposed resources for 2021 amount to \$798,200, an increase of \$798,200 compared with the appropriation for 2020. The proposed increases under other staff costs (\$522,700), consultants

(\$27,700), travel of staff (\$57,200) and fellowships, grants and contributions (\$190,600) reflect an internal transfer of resources from the subprogramme structure approved in 2020 to the proposed subprogramme structure for 2021. A summary of the redeployment by subprogramme can be found in table 23.132.

Subprogramme 6 Governance and conflict prevention

Proposed programme plan for 2021

Public policy outcomes serve the Arab region through effective competition

- 23.369 Effective competition and competition policy are key enablers of sustainable economic growth, as they encourage innovation in markets and among firms towards efficient pricing and better-quality goods and services. In turn, consumers benefit from choice based on differentiated quality and/or price. Addressing anti-competitive behaviour, such as abuse of power of monopolies or collusion among firms, the enforcement of competition law removes barriers to market entry, which in turn contributes to employment creation, entrepreneurship and improved investment opportunities.
- 23.370 The subprogramme has been working to support member States through advocacy and capacity-building to achieve efficient competition and regulation, which are crucial policy links for achieving increased economic growth, productivity, investment and better living standards. Since 2015, the subprogramme has delivered on building an evidence-base by conducting research and analysis on competition in the Arab region that led to in-depth assessments, technical cooperation and advisory services (e.g., on draft legislation aimed at developing effective competition in Lebanon and the State of Palestine). Based on those assessments and services, the subprogramme identified opportunities for and benefits of using an integrated approach towards competition-related capacity- and institution-building in support of the implementation of the 2030 Agenda. Moreover, the subprogramme formalized partnerships with expert institutions in the field, namely OECD and UNCTAD, to establish the Joint ESCWA-UNCTAD-OECD Competition Forum for the Arab Region, which was held in Beirut on 23 and 24 January 2020.

Internal challenge and response

- 23.371 The challenge for the subprogramme was that it had not fully addressed the issues of effective competition policy and consumer protection for sustainable development. Governments and international and regional institutions and entities, including ESCWA, undertake separate initiatives and lack a regional platform for knowledge exchange and capacity-building. In response, and since the topic keeps gaining traction and support from other institutions, the subprogramme will channel further efforts and mobilize cooperative resources for the benefit of ESCWA member States in the field of competition policy, including the regular programme of technical cooperation, to deliver direct support to member States in that area upon request.

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

- 23.372 This work is expected to contribute to the improvement of governance and the strengthening of effective, efficient and accountable institutions, which would be demonstrated by the ratification by ESCWA member States of a set of recommendations on competition assessment that build on OECD guidelines to reflect the development needs of the Arab region as well as the principles and objectives of the 2030 Agenda and the Sustainable Development Goals.

Table 23.129
Performance measure

2017	2018	2019	2020	2021
No harmonized approach to competition assessment in the Arab region	No harmonized approach to competition assessment in the Arab region	No harmonized approach to competition assessment in the Arab region	Increased number of member States that are undertaking competition assessments and working towards a set of recommendations on competition assessment supported by ESCWA, UNCTAD and OECD	Ratification by several member States of the set of recommendations on competition assessment that build on the OECD guidelines

Deliverables

23.373 Table 23.130 lists all deliverables, by category and subcategory, for the period 2019–2021.

Table 23.130
Subprogramme 6: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	6	4	4
C. Advisory services				

Proposed non-post resource requirements for 2021

Table 23.131
Resource requirements by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes		2021 estimate (before recosting)
			Amount	Percentage	
Other staff costs	167.1	201.3	–	–	201.3
Consultants	–	24.7	–	–	24.7
Travel of staff	6.4	14.3	–	–	14.3
Contractual services	4.0	–	–	–	–
General operating expenses	4.8	–	–	–	–
Fellowships, grants and contributions	54.5	47.5	–	–	47.5
Total	236.8	287.8	–	–	287.8

Section 23 Regular programme of technical cooperation

23.374 The proposed resources for 2021 amount to \$287,800 and reflect no change in the resource level compared with the appropriation for 2020.

Evolution of non-post resources by subprogramme

Table 23.132

Resource requirements by subprogramme

(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
<i>2020 programmatic structure (discontinued programmes)</i>			
2. Social development	1 108.1	1 574.6	–
4. Technology for development and regional integration	287.0	273.1	–
5. Statistics for evidence-based policymaking	304.5	339.2	–
6. Advancement of women	405.9	282.0	–
<i>2021 programmatic structure</i>			
1. Climate change and natural resource sustainability	357.6	314.3	314.3
2. Gender justice, population and inclusive development	–	–	1 058.4
3. Shared economic prosperity	460.2	367.0	367.0
4. Statistics, information society and technology	–	–	612.3
5. 2030 Agenda and Sustainable Development Goal coordination	–	–	798.2
6. Governance and conflict prevention	236.8	287.8	287.8
Total	3 160.1	3 438.0	3 438.0